
Minnesota State

Central Lakes College

Affirmative Action Plan for July 1, 2022 – June 30, 2024

Central Lakes College

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Statement of Commitment

Minnesota Administrative Rules, part 3905.0400, subpart 1, item C

This statement reaffirms Central Lakes College (hereafter "the College") is committed 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 College 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 College will continue to actively promote a program of affirmative action, wherever females, racial/ethnic minorities, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees and veterans.
- This College 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 College will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the College'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.

College President:



Date Signed:

12/21/22

Executive Summary

Minnesota Administrative Rules, part 3905.0400, subpart 1, item A

This Affirmative Action Plan meets the requirements as set forth in statute, in Administrative Rule, and by Minnesota Management and Budget (MMB). The Plan outlines:

- Affirmative action goals
- Timetables
- Reasonable and 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 Workforce Underutilization Analysis of Protected Groups and Veterans
(x indicates the job categories and protected groups or veterans that have underutilization.)

| Job Categories | Females | Racial/Ethnic Minorities | Individuals with Disabilities | Veterans |
|----------------------------|---------|--------------------------|-------------------------------|----------|
| Officials & Administrators | - | X | - | - |
| Professionals | - | - | - | - |
| Technicians | X | - | - | - |
| Protective Services: Sworn | - | - | - | - |
| Paraprofessionals | X | - | - | - |
| Administrative Supports | - | - | - | - |
| Skilled Craft | - | - | - | - |
| Service Maintenance | X | - | X | - |
| Faculty – Temporary | - | - | - | - |
| Faculty – Probationary | - | X | - | - |
| Faculty – Unlimited | X | X | - | X |

Once complete, information about how to obtain or access a copy of this Plan is provided to every employee of the College. Our intention is to make every employee aware of Central Lakes College's commitment to affirmative action and equal employment opportunity. The completed Plan is also posted on the College's website and maintained in the Human Resources Office of Central Lakes College, Brainerd campus located at 501 W. College Drive, Brainerd, MN 56401.

Affirmative Action Officer or Designee: [Signature] Date Signed: 12/1/23

Human Resources Director or Designee: [Signature] Date Signed: 1/3/23

College President: [Signature] Date Signed: 1/9/23

Organizational Profile

Central Lakes College is located in central Minnesota. Central Lakes College, in existence since 1938, is a comprehensive community college that offers both technical and liberal arts programs at two campuses, Brainerd and Staples. CLC is a member of Minnesota State, which is comprised of 37 state universities and community and technical colleges serving the higher education needs of Minnesota.

Offering over 70 programs, including an Associate of Arts degree, the college has expanded partnerships with area school districts and the business community to work toward a sustainable economy with a workforce that earns living wages. College-in-the-Schools has built on educational partnerships across the region to enable qualified high school instructors to deliver CLC courses from home school districts to eligible students, all in collaboration with CLC instructors.

The mission of Central Lakes College is “we build futures”. The College values excellence, innovation, inclusion, and community and the College strives to inspire learning, advance innovation and to transform lives.

As a comprehensive two-year college, CLC promotes success for our students, businesses and communities. Our dedicated and competent employees provide opportunities for students to prepare for the future by learning the knowledge, skills and attitudes necessary for living and learning.

Numerous student clubs, organizations, sports, and activities are available to students attending CLC. There is an active Student Senate body on each campus and a strong student life program and opportunities for international studies. CLC offers opportunities to learn and live surrounded by lakes and trees near Minnesota’s premier vacation destination. With a campus on the banks of the Mississippi River, the region boasts more than 500 lakes and rivers, as well as beautiful parks and forests. Featuring a new outdoor recreation hub, students can rent equipment for free; i.e., mountain bikes, kayaks, snowshoes, and camping equipment for free to enjoy our region’s beautiful natural resources.

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item B

President

Responsibilities

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

Duties

The duties of the President include, but are not limited to:

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the College'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 the statement is shared with all employees.
- Make decisions and changes in policies, procedures or physical accommodations as needed to implement effective affirmative action in the College.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plans, and the College's mission.
- Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
- Enforce equal employment opportunity in affirmative and non-affirmative hiring decisions reviewed in the hiring process.
- Require that all College directors, managers, and supervisors include responsibility statements to support affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

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

Name of individual(s) responsible

Name: Hara Charlier

Title: College President

Email: hara.charlier@clcmn.edu

Phone: 218-855-8053

Affirmative Action Officer

Responsibilities

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

Duties

The duties of the Affirmative Action Officer include, but are not limited to:

- Develop and administer the College's Affirmative Action Plan.
- Develop and set College-wide affirmative action hiring goals.
- Monitor College compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the College.
- Inform the President of progress on affirmative action and equal opportunity goals and report potential concerns.
- Act as the affirmative action liaison between the College, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the College. Develop training goals and content with internal and external resources.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Develop innovative programs to attract and retain individuals from protected groups and veterans in the College.
- Support and recruit racial/ethnic minorities, individuals with disabilities, and females for employment, promotion, and training opportunities.
- Manage the College's pre-hire review process.
- Review requests for non-affirmative hires in the Monitoring the Hiring process and refer unresolved issues to the Commissioner for final decision.
- Ensure supervisors and managers are making good faith efforts to recruit and retain qualified candidates and employees from protected groups and veterans.

- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the College Diversity Recruitment program.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Officer is accountable to the College President for program impacts and for ongoing program activities and direction. The Affirmative Action Officer oversees the administration of ADA Title II, manages diversity and inclusion initiatives, and other equal opportunity related matters. In addition, the AAO ensures that aggregate data and trends of complaints of illegal discrimination in hiring are provided and shared with the Human Resources Director on a quarterly basis.

Name of individual(s) responsible

Name: Karna Kurtz
Title: Vice President of Human Resources and Culture
Email: karna.kurtz@clcmn.edu
Phone: 218-855-8054

Affirmative Action Officer Designee(s)

Responsibilities

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 College's Affirmative Action Officer for matters relating to affirmative action.

Duties

The duties of Affirmative Action Designees include, but are not limited to:

- Fulfill all affirmative action reporting requirements by submitting standard 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 and/or participate in the College's diversity or equity committee.

- Determine the need for diversity training and recommend training at their respective work location.
- Review policies, procedures, and practices to recommend changes to the Affirmative Action Officer.
- Partner with the College's recruitment team at their work locations.
- Comply with statewide and College anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Designee is accountable indirectly to the Vice President of Human Resources and Culture on matters pertaining to Affirmative Action and Equal Opportunity.

Name of individual(s) responsible

Name: Kayla Johnson
Title: Assistant Director of Human Resources
Email: kayla.johnson@clcmn.edu
Phone: 218-855-8050

Human Resources Director or Designee(s)

Responsibilities

The Human Resource (HR) Office is responsible for ensuring equitable and uniform administration of all personnel policies.

The HR Director is responsible, in conjunction with the College ADA Coordinator, for ensuring timely responses to all Americans with Disabilities Act (ADA) requests for reasonable accommodations to remove barriers to equal employment opportunity with the College. The HR Director is responsible for assisting managers and supervisors in human resources management activities.

Staff within HR who work on affirmative action and diversity issues are accountable to the HR Director or Designee.

Duties

The duties of HR Director include, but are not limited to:

- Maintain effective working relationships with the College Affirmative Action Officer 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 use of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected groups or veterans 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 in collaboration with the Affirmative Action Officer.
- Initiate and report on progress made with 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 a reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer in the recruitment of protected group members and veterans through career and job fairs and other efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, the Affirmative Action Officer, and HR staff in the creation of supported worker positions. These positions help reduce College costs by diverting supportive employment duties from higher skilled workers to supported worker positions. This can improve employee morale and retention of individuals with disabilities in integrated employment.
- Request assistance from MMB to support diversity recruitment efforts, as well as the retention of protected group members and veterans in hard-to-fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

HR staff are accountable to the HR Director or Designee.

Name of individual(s) responsible

Name: Karna Kurtz

Title: Vice President of Human Resources and Culture

Email: karna.kurtz@clcmn.edu

Phone: 218-855-8054

Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for ensuring the College'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 include, but are not limited to:

- Provide guidance, coordination, and direction to College management on the ADA. The College develops and implements policies, procedures, and practices to ensure College employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to College management and staff on compliance and best practices for hiring and retaining 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 College services and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update Human Resources (HR) 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 Officer in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the state-wide accommodation fund.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- 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, perform essential functions of the job, and/or enjoy equal benefits and privileges. The ADA Coordinator and the Regional Human Resources Director (RHRD) who also serve as the Regional ADA Coordinator, in consultation with the employee and supervisor, and other individuals involved must:
 - Discuss the purpose and essential functions of the job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;

- Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform 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.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

The ADA Title I Coordinator is accountable to the College President.

Name of individual(s) responsible

Name: Karna Kurtz

Title: Vice President of Human Resources and Culture

Email: karna.kurtz@clcmn.edu

Phone: 218-855-8054

Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible ensuring the College'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 include, but are not limited to:

- Provide guidance, coordination, and direction to College management on the ADA. The College develops and implements policies, procedures, and practices to ensure College employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to the College'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 for visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing College services. 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 and share practices on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering training for College 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 will consult with the member of the public in need of a modification and:
 - Discuss the purpose and essential functions of the 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 College.
 - Document this review and reported in the State ADA Annual Report.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

The ADA Title II Coordinator is accountable to the College President.

Name of individual(s) responsible

Name: Mary Sam
Title: ADA Compliance Officer - Students
Email: mary.sam@clcmn.edu
Phone: 218-855-8159

Name: Karna Kurtz - Faculty & Staff
Title: Vice President of Human Resources and Culture
Email: karna.kurtz@clcmn.edu
Phone: 218-855-8054

Senior Managers and Facility Executive Team Leaders

Responsibilities

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

Duties

The duties of senior managers and executive team leaders include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the College.
- Communicate the equal opportunity employment policy and the affirmative action plan to all employees.
- Assist the Affirmative Action Officer in periodic audits of hiring and promotion patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ensure the College'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.
- Comply with statewide and College anti-discrimination and anti-harassment policies.

Accountability

Senior managers and executive team leaders are accountable directly to the College President.

All Employees

Responsibilities

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

Duties

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

- Exhibit an attitude of respect, courtesy, and cooperation toward colleagues and the public.
- Refrain from any actions that would adversely affect a colleague on the basis of their race, creed, color, sex (including pregnancy, child birth, and related medical condition), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, veteran status, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Protected class also includes genetic information for employees.
- Comply with state-wide and College anti-discrimination and anti-harassment policies.

Accountability

Employees are accountable to their designated supervisor and indirectly to the College's Commissioner. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

Minnesota Administrative Rules, part 3905.0400, subpart 1, item D and Minnesota Administrative Rules, part 3905.0400, subpart 1, item E

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

Internal Methods of Communication

- **Internal memorandum.** College leadership or the Affirmative Action Officer will send an internal memo to College employees each year. This message identifies the location of the Affirmative Action Plan and the employee's responsibility to read and understand it. It also indicates the employee's responsibility to support and implement equal opportunity and affirmative action.
- **Intranet.** The College's Affirmative Action Plan is available to all employees on the College's internal website at <http://www.clcmn.edu/human-resources/> and in print to anyone who requests it. As requested, the College will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the College's Affirmative Action Plan is available to employees at the following address: Central Lakes College, 501 W. College Drive, Brainerd, MN 56401.
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequently used by employees.

External Methods of Communication

- **Public website.** The College's Affirmative Action Plan is available on the College's public website at <http://www.clcmn.edu/human-resources/>. Printed copies are available to anyone who requests it. As requested, the College will make the plan available in alternative formats.
- **Equal opportunity employer language.** The College's website homepage, letterhead, publications, and all job postings include the statement "**Central Lakes College** is an equal opportunity employer." The College will also ensure a representative ratio of diversity is on all marketing materials.
- **Signage.** Nondiscrimination and equal opportunity statements and posters are prominently displayed in common public areas. 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 College's Affirmative Action Plan is available to contractors, vendors, and members of the public at the following address:

**Central Lakes College
Brainerd Campus
501 W. College Drive
Brainerd, MN 56401**

Job Category Analysis

Minnesota Administrative Rules 3905.0600 Subp 3.A and Minnesota Administrative Rules 3905.0600 Subp 3.B

The College conducted a Job Category Analysis to determine the percent of protected group employees and veterans in each job category. The job category analysis lists job class titles in each Equal Employment Opportunity (EEO) job category at the College. A job classification is a group of one or more positions with similar duties and responsibilities. These classifications help clarify positions within the class so the same schedules of pay can be applied with equity to all positions in the class that fall under the same, or substantially the same, employment conditions.

Determining Availability

MS 43A.19(b), MS 43A.19(c), Minnesota Administrative Rules 3905.0600 Subp 1, Minnesota Administrative Rules 3905.0600 Subp 2, Minnesota Administrative Rules 3905.0600 Subp 3C, and Minnesota Administrative Rules 3905.0600 Subp 3D

The College used the United States Census Bureau's EEO Tabulation 2014-2018 American Community Survey (ACS) statistical data for external availability, which is the most current statistical information available at the time of developing this affirmative action plan. The feeder job statistics of employees are used for internal availability (refer to Appendix D. Feeder Jobs for details).

These external and internal factors are weighted according to the College's past hiring patterns and/or future recruitment focus to obtain the final availability (Refer to Appendix E. Determining Availability for details).

Utilization/Comparing Employees to Availability, Goal Establishment, and Timetables

Minnesota Administrative Rules 3905.0400 Subp 1 Item G, Minnesota Administrative Rules 3905.0600 Subp 3, Minnesota Administrative Rules 3905.0600 Subp 4, and Minnesota Administrative Rules 3905.0600 Subp 5.

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state.

Underutilization Analysis worksheets are attached in the appendices. Numbers less than 10 are indicated with "<10" in accordance with Minnesota Management and Budget's guidance on data privacy.

Through the utilization and availability analysis, the College has determined which job categories are underutilized for females, racial/ethnic minorities, individuals with disabilities, and veterans in the College and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action plan. Effective hiring goals are strategic, actionable, and measurable efforts the College is committed to pursuing and implementing in 2022-2024.

The goals are not quotas, nor do they require protected group or veteran status-based hiring preferences. They are aspirational goals so that the College makes good faith efforts to remove barriers to equal employment opportunity.

The College used the whole person rule to establish a hiring goal. This means when the actual representation percentage of females, racial/ethnic minorities, individuals with disabilities, or veterans is less than reasonably would be expected given the workforce participation in the labor market area/reasonable recruitment area and that difference is at least one whole person (more than 1), then a goal is established for that job category.

When a hiring goal for a job category is established, a percentage goal equals to the final availability percentage is calculated for females, racial/ethnic minorities, individuals with disabilities, and veterans in that job category.

In this Affirmative Action Plan, the College combined the Customized Training job category with Faculty– Temporary. This is a change from the 2020-2022 Affirmative Action Plan. The change was necessary because Customized Training is such a small group of employees that have job assignments at varying times during the academic year. It is more appropriate to capture those employees with Faculty – Temporary.

In Appendix F. the Utilization Goals indicates if a job category by protected group or veterans is underutilized.

Area(s) in the College’s workforce that require further monitoring appear in the “Establish Goals?” column as:

- “Yes”: there is underutilization.
- “Monitor”: The College needs to monitor the job it may be underutilized where employee movement occurs.

In Table 2. Hiring Goals by Job Category, Protected Groups and Veterans, if a protected groups or veterans in a job category shows “Monitor,” the College will proactively make good faith efforts to recruit external qualified protected groups and veterans. The College will also train and retain employees in the job category to help prevent underutilization due to an employee move or attrition.

Refer to Appendix F. Utilization-Goals for details for underutilization and hiring goals.

Table 2. Table two is a summary of Hiring Goals by Job Category, Protected Groups or Veterans. The actions the College will take to address these hiring goals will be described in the Corrective Actions and Action-Oriented Programs section.

Table 2. Hiring Goals by Job Category and Protected Group and Veterans

| Job Categories | Females Establish Goals? | Females If Yes, Goals for FY 2022-2024 | Racial/ Ethnic Minorities Establish Goals? | Racial/ Ethnic Minorities If Yes, Goals for FY 2022-2024 | Individuals with Disabilities Establish Goals? | Individuals with Disabilities If Yes, Goals for FY 2022-2024 | Veterans Establish Goals? | Veterans If Yes, Goals for FY 2022-2024 |
|------------------------------|--------------------------|--|--|--|--|--|---------------------------|---|
| Officials and Administrators | - | - | Yes | 19.89% | Monitor | - | Monitor | - |
| Professionals | - | - | - | - | Monitor | - | Monitor | - |
| Technicians | Monitor | - | Monitor | - | Monitor | - | Monitor | - |
| Paraprofessionals | Yes | 66.17% | Monitor | - | Monitor | - | Monitor | - |
| Administrative Support | - | - | Monitor | - | Yes | 7.79% | Monitor | - |
| Skilled Craft | Monitor | - | Monitor | - | Monitor | - | Monitor | - |
| Service Maintenance | Yes | 31.71% | Monitor | - | Yes | 9.14% | Monitor | - |
| Faculty – Temporary | Monitor | - | - | - | Monitor | - | Monitor | - |
| Faculty – Probationary | - | - | Yes | 32.21% | Monitor | - | Monitor | - |
| Faculty – Unlimited | Yes | 52.64% | Yes | 26.83% | Monitor | - | Yes | 4.08% |

Identification of Areas for Further Monitoring

Minnesota Administrative Rules 3905.0400 Subp. 1 Item H, Minnesota Administrative Rules 3905.0600 Subp 6, and MS 43A.19 Subd. 1(a)(3) for separations

Monitoring personnel activities can serve as a means of measuring the College's progress toward achieving the established goals in the absence of discrimination and effectiveness of the College's good faith efforts.

Progress Reports

The progress report examines hiring goals established in the prior Affirmative Action Plan. As a part of the College's monitoring practices, the College evaluated if it met the hiring goal(s) established in the prior Affirmative Action Plan (refer to [Appendix A. Progress Report](#)).

[Appendix A. Progress Report](#) includes only job categories that have hiring goal(s) established in the prior Affirmative Action Plan and it evaluates if the College attained the hiring goal(s).

Where the indication of the "Goal Met?" column is:

- "Yes": the College met the goal established in the prior Affirmative Action Plan.
- "No": the College did not attain the goal established in the prior Affirmative Action Plan.
- "No Hire/Prom": there were no opportunities in the prior Affirmative Action Plan period.

Females

The College did not have an underutilization of females in any job category in the last plan year. A hiring goal has been established in the job category of paraprofessionals as the College is now underutilized by one female in this category. The job category of paraprofessionals has decreased by one employee with one less female since the last plan year. There were four terminations of females in this job category due to the end of their temporary assignments. Additionally, the availability of females also increased to 66.79% from the availability percentage of 23.79% in the last plan.

A hiring goal of one female in the job category of service maintenance has been established for the current plan year. This job category has experienced a reduction from six to two females out of a total of thirteen employees which represents a reduction from 46% females to 15% females in service maintenance, while the total of thirteen employees remained the same. The separation data indicates one female was dismissed, one female retired, one transferred and five females were terminated. Four terminations were Ag Technicians whose temporary appointment was ended. There were very low application rates from females for positions in the service maintenance category and there were two failed searches to fill positions in this job category as well. The College is experiencing low application rates for positions in the service maintenance category as wages remain below the market pay for these types of jobs in our area.

A hiring goal of seven females, or 52.46%, has been established in the faculty, unlimited job category. The number of employees in this job category reduced from 77 to 74. The number of female unlimited faculty reduced overall from 34 to 31 which represented the total separations in this job category. We saw less hiring overall in this job category during the plan years due to decreasing enrollment.

When CLC has the ability to fill vacant positions or if there is turnover, CLC will approach recruitment with the goal of hiring females in the job categories of paraprofessionals, service maintenance, and faculty, unlimited.

CLC will monitor the hiring opportunities for the job categories of technicians, skilled craft, and faculty temporary with the hope of increasing the representation of females.

Racial/Ethnic Minorities

The College did not have an underutilization of racial/ethnic minorities in any job category during the last plan year. Currently, a hiring goal of one racial/ethnic minority has been established in the job category of officials/administrators with the emphasis to reach 9.89% representation. Previously, the college had sufficient representation of racial/ethnic minorities in this job category but with three separations; one due to retirement and two terminations, CLC has now experienced a disparity in this protected group. One termination was due to the end of a temporary assignment and one was actually a voluntary resignation that was coded as a termination. We expect continued turnover in the job category of officials/administrators which may present an opportunity to increase representation of racial/ethnic minorities.

The job category of faculty, unlimited is underutilized by one racial/ethnic minority. With student enrollment experiencing a decline throughout the system, we are confident that should hiring opportunities arise that we will extend a good faith effort to recruit and hire to increase to 5.50% representation of racial/ethnic minorities in this protected group. Traditionally, we see a lower number of applicants from this protected group in some of our technical degree areas offered by the College where salary ranges for working in industry are much higher. With anticipated retirements during the next few years, we may have the opportunity to decrease underutilization, if allowed budgetarily to increase or maintain unlimited positions.

Areas identified in the utilization analysis to monitor are the job categories of technicians, paraprofessionals, office/clerical, skilled craft, service maintenance and faculty probationary.

One of the main barriers is the lack of racial/ethnic diversity of our geographic area and the fact that we are located in a non-metro area even though we are experiencing incremental changes in our region. It continues to be a challenge to recruit racial/ethnic diversity to our College and geographic area.

Individuals with Disabilities

The College did not have underutilization of individuals with disabilities in any job category during the last AA plan year so has not established official hiring goals of this protected group in the 2022-24 AA Plan. The College will monitor all job categories to maintain and increase opportunities for hire and promotion for this protected group of employees.

The College will monitor all job categories for possible underutilization should changes occur due to separations, hiring and promotion. The College will examine promotional opportunities for this

protected group and will continue to use the Connect 700 program which has provided a strong source of qualified candidates for hire.

Veterans

The College has established a hiring goal of two Veterans in the job category of faculty, unlimited, representing 4.19% of faculty, unlimited, overall. Even though one Veteran was hired in the job category of professionals, the College did not meet the availability percentage of 4.87%. The College's actual Veteran placement indicated 4.76% which was just shy of the 4.87% needed to be fully utilized.

Central Lakes College will monitor all other job categories for hiring opportunities to increase representation of Veterans. Hiring, promotion and retention strategies will continue to be examined for this protected group. There seems to be a reluctance of candidates to disclose Veteran's status on job applications making it difficult to identify and target applicants in this area.

Separations

Appendix B. Separation Analysis shows the results by separation type the protected group and veterans during the prior affirmative action plan period to evaluate and identify potential action area(s) for retention strategies for the 2022-2024 plan year.

The separation percentages were derived within the separation type by protected group or veterans to identify impact on protected group members including veterans. There are two examinations in this worksheet:

1. The total percentage indicates the percentage by separation type. For example, there were 1,000 separations in total. Of those separations, 150 employees separated due to dismissal or non-certification. The dismissal or non-certification percentage is 15.00% (150 divided by 1,000).
2. The "percentage type¹" indicates percentage by protected group and veteran type within a separation type. For example, there were 150 separations by dismissal or non-certification in total. Of those separations, 80 were female employees. The female dismissal or non-certification separation is 53.33% (80 divided by 150). Therefore, the "percentage type¹" analyzes the percent of protected groups and veterans compromised in each separation type.
3. The "percentage type²" indicates percentages by separation type within the protected group or veterans. For example, there were 500 female separations in total. Of those separations, 80 female employees separated due to the dismissal or non-certification reason. The female dismissal or non-certification separation is 16.00% (80 divided by 500). Therefore, the "percentage type²" analyzes the percent of separation type within the protected group or veterans.

Separation Analysis Summary

There were 69 separations in total. Of them, 15 employees separated due to resignation. The resignation percentage is 22%.

There were separations of 13 employees due to retirement. The retirement percentage is 19%.

There were separations of 4 employees due to transfer. The transfer percentage is 7%.

One separation was due to dismissal, or 1%, one separation was due to layoff, or 1%, and one separation was due to non-renewal, non-certification, or 1%.

There were 34 separations due to termination. The termination percentage is 49%. The majority of terminations were temporary faculty or staff positions hired for a set period of time in a temporary capacity.

There was one separation by dismissal of the 69 separations. The separation was 1 female in the service maintenance category which had a disparate impact of underutilization of 1 female in this job category and established a hiring goal of 1 female in the service maintenance job group.

There was 1 separation due to layoff of the 69 total separations, or 1%. The layoff of 1 racial/ethnic minority in the job category of faculty, unlimited, has caused the underutilization of 1 racial/ethnic minority in this job group. The College has established a hiring goal of 1 racial/ethnic minority in the job category of faculty, unlimited.

There was 1 separation due to non-renewal/non-certification of the 69 separations, or 1%. The non-certification of 1 female in the job category of faculty, probationary, did not have a disparate impact in this job group overall and did not establish a need for a hiring goal of females in this job category.

There were 15 separations due to resignation of the 69 total separations, or 22%. Of the 15 resignations, 10 were female. The female resignation separation is 67%. Of the 15 separations due to resignation, 2 were racial/ethnic minorities, or 13%. Five of the resignations were temporary faculty ending their limited assignments.

There were 13 separations due to retirement of the total 69 separations, or 19%. Of the 13 separations due to retirement, 5 were female employees. The female retirement separation is 38%. The retirement of 1 racial/ethnic minority was 7% of the total separations due to retirement. The separation of 1 employee with a disability was 7% of the total retirement separations. The separation of 1 Veteran represented 7% of the retirement separations.

There were 34 separations due to termination which is 49% of the total separations. Of the 34 separations due to termination, 20 employees were female, representing 59% of the total terminations. Of the 34 terminations, 5 were racial/ethnic minorities which represented 15% of the total termination separations. Ten of the terminations were of temporary faculty ending a limited appointment, and eleven terminations were in the job category of service maintenance again ending temporary assignments.

There were 4 separations due to transfer of the total of 69 separations, or 7%. Of the 4 employees who transferred, 4 were female representing 100% of the total employees transferring. One employee was also a racial/ethnic minority representing 25% of the employees who voluntarily transferred from CLC.

There were 41 female separations in total. Of the 41 female separations, 15 separations were voluntary with 10 separations due to resignation representing 24% of the total female separations and 5 due to retirement representing 12% of the total female separations. Of the 34 involuntary terminations, 20 were female employees, representing 59% of the total terminations.

All 4 of the employees transferring were females representing 100% of the total of 4 employees transferring from the College.

Corrective Actions, Action-Oriented Programs, and Timetable

Minnesota Administrative Rules 3905.0400 Subp 1 Item H.

The College's affirmative action plan is designed to implement the provisions of this affirmative action plan and meet requirements found in Minnesota Statutes, section 43A.191 Subdivision 2. These Action-Oriented Programs are carried out throughout this affirmative action plan period.

Corrective Actions

This section identifies ways the College will eliminate barriers, provide corrective actions, and make good faith efforts toward the affirmative action goals for underutilized protected groups and veterans (broken down by specific job categories).

The College developed the below action-oriented programs specific to the job category/protected group(s) or veterans identified in the "Identification of Areas for Further Monitoring" section supported by the "Utilization/Availability Analysis, Establishment of Statement of Goals, and Timetable" and "Personnel Activities" sections.

Table 3. Areas of Further Monitoring and Corrective Actions

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|---|--|
| <p>Officials and Managers</p> <ul style="list-style-type: none"> • Racial/Ethnic Minorities are underutilized. • The College needs to monitor Individuals with Disabilities, Racial/Ethnic Minorities and Veterans. • The College should monitor resignation and termination rates among Racial/Ethnic Minorities, Individuals with Disabilities and Veterans and work to replace vacated positions in this category with individuals in these protected groups. • The College will work to increase hiring and promotion of Racial/Ethnic Minority, Individuals with Disabilities and Veterans. | <ul style="list-style-type: none"> • The College will maintain its ongoing effort to recruit nationwide to increase the representation of racial/ethnic minorities in applicant pools and for feeder positions that may lead to promotional opportunities. • Fall of 2022, attend the People of Color job fair in the Twin Cities to increase recruitment efforts for the protected group of racial/ethnic minorities in this job group. Attend other recruiting events to assist a focus on candidates of color through 2024. • Evaluate the success of these recruitment efforts by the end of each fiscal year during the Plan period. • By June 30, 2024, look at succession planning and employee development, as well as promotional opportunities, as retirements and resignations occur. • Develop refresher training for search committee chairs and members by June 30, 2023, to ensure understanding of the commitment to hiring and implementation of processes to ensure the hiring of underutilized categories. |

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|--|--|
| <p>Professionals</p> <ul style="list-style-type: none"> • The College needs to “monitor” Individuals with Disabilities and Veterans because underutilization may occur by some employee movement. • Data shows a lower promotional rate in this job category for Racial/Ethnic Minorities and Individuals with Disabilities. • The College needs to monitor separations in this job category. In the last plan year, separations negatively impacted protected group representation. | <p>Even though there is no underutilization of Racial/Ethnic Minorities and Individuals with Disabilities in this job category, it is an area that potentially will be underutilized if there is any personnel movement.</p> <ul style="list-style-type: none"> • Fall of 2022, attend the People of Color job fair in the Twin Cities to recruit racial/ethnic minority candidates for hiring opportunities at CLC. Attend other recruiting events to assist a focus on candidates of color through 2024. • Review College exit survey data for protected groups and conduct an analysis. Develop a plan to address any significant issues identified by Fall 2023. • Monitor promotional activity to ensure that protected groups are in the pool considered for upward movement in the category of professionals. • By June 30, 2024, implement a performance management assessment process and stay interviews to increase retention in this job category. |
| <p>Technicians</p> <ul style="list-style-type: none"> • The College needs to “monitor” all protected groups as underutilization may occur with some employee movement. • There is currently no underutilization in this job category. | <ul style="list-style-type: none"> • There are less than 10 employees in this job category. • Due to the limited number of hires of technicians, HR will pre-screen applicant pools for any vacancies and partner with the search committee chair to ensure candidates from protected groups are in the final pool of applicants selected for interview. • As vacancies occur, review position descriptions and minimum qualifications to identify barriers in hiring protected groups. • Limited hiring and promotion opportunities given small number of people in this area and very few departures so any future hires will focus on monitor areas. |

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|---|--|
| <p>Paraprofessionals</p> <ul style="list-style-type: none"> Females are underutilized in this job category. Even though 6 females were hired during last plan year out of 10 total hires, the College remains underutilized because the availability percentage changed from 23.79% in the last plan to 66.79% current plan year. The College needs to “monitor” Racial/Ethnic Minorities, Individuals with Disabilities, and Veterans as underutilization may occur. | <ul style="list-style-type: none"> This job category is made up of College Lab Assistants and Student Worker Paraprofessionals who are employed on an as-needed basis and are usually of a more temporary nature as program needs demand. The separation analysis indicates four terminations in this job category which all were temporary assignments. There is very little opportunity in this job classification for promotion. This is a relatively narrow category and is based on student academic program needs. These positions tend to draw from our local workforce because of their temporary nature. Monitor job postings in this category and identify any promotional opportunities for protected groups, especially Females who are underutilized in this category. |
| <p>Administrative Support (Office Clerical)</p> <ul style="list-style-type: none"> Individuals with Disabilities are underutilized in this job category. The College needs to “monitor” Racial/Ethnic Minorities and Veterans as underutilization may occur with some employee movement. The terminations in this job category were due to ending temporary assignments. | <ul style="list-style-type: none"> As vacancies occur, review position descriptions and minimum qualifications to identify any words/descriptions that screen out protected classes. With the exception of Females, there is very little utilization of protected groups in this job category. The College will seek opportunities by expanded recruitment and review of applicant pools to try to increase utilization of Racial/Ethnic Minorities, Individuals with Disabilities and Veterans. Increase recruitment/advertising reach as budget allows. Fall of 2022, attend the People of Color job fair in the Twin Cities to expand recruitment efforts. Attend other recruiting events to assist a focus on candidates of color through 2024. |

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|--|--|
| <p>Skilled Craft</p> <ul style="list-style-type: none"> • The College needs to “monitor” all protected groups; i.e., Females, Racial/Ethnic Minorities, Individuals with Disabilities, and Veterans. • There have been no changes during the Plan period in this job category. | <ul style="list-style-type: none"> • There are only two employees in this job category. When a vacancy occurs, the College will incorporate efforts to recruit from protected groups for hiring in skilled craft. • As vacancies occur, work with search committees to ensure appropriate screening of applications and work to move candidates from protected groups into the applicant and semi-applicant pools for consideration and possible hiring. |
| <p>Service Maintenance</p> <ul style="list-style-type: none"> • Females and Individuals with Disabilities are underutilized. • The College needs to “monitor” Racial/Ethnic Minorities and Veterans because underutilization may occur with employee movement. • Low number of female applicants resulted in low rate of female hires. | <p>This job category consists of entry-level physical jobs.</p> <ul style="list-style-type: none"> • By December 31, 2022, contact DEED and local training centers to increase recruitment efforts. • Immediately plan to review job descriptions and postings, especially minimum qualifications, to identify any words/descriptions that screen out females. • Review position descriptions and hiring process to determine why vacancies are difficult to fill in service maintenance. The College experienced at least two failed searches in this job category in the Plan year. • Review wages of this employee group to determine if the State is paying below the marketplace for these positions and make recommendations of wage increases for collective bargaining if appropriate. |

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|--|---|
| <p>Faculty Temporary</p> <ul style="list-style-type: none"> • The College needs to “monitor” all protected groups including Females, Racial/Ethnic Minorities, Individuals with Disabilities, and Veterans. • Applicant pools are small and technical faculty are hard to attract based on salary requirements. • The College needs to code the end of temporary assignments the same for all faculty in this situation. Currently, some are coded as terminations and some as resignations. • Future hiring in this area needs to focus on Individuals with Disabilities and Veterans. Out of 35 hires, there were 0 hires of Individuals with Disabilities or Veterans. | <ul style="list-style-type: none"> • Temporary positions provide an opportunity to expand our reach, particularly with on-line offerings. Because of the lack of racial/ethnic diversity in our local region, it can be difficult to hire qualified candidates for a small amount of credits. • The College will continue to expand outreach to increase the number of employees in protected groups. • Fall of 2022, attend the People of Color job fair in the Twin Cities to attract and recruit racial/ethnic diversity candidates for these positions. • Monitoring of progress will occur every semester and program objectives will be adjusted as needed. |

| Areas for Further Monitoring | Corrective Actions Specific to the Further Monitoring Areas Identified |
|---|--|
| <p>Faculty Probationary</p> <ul style="list-style-type: none"> • There is underutilization in Racial and Ethnic Minorities in this job category • The College needs to “monitor” Individuals with Disabilities and Veterans. | <ul style="list-style-type: none"> • The College will pay close attention to the representation in our applicant pools and do additional, targeted advertising/recruitment as necessary. Progress will be assessed every year as unlimited positions are determined. • Progress will be assessed every semester and program objectives adjusted accordingly. • Fall of 2022, attend the People of Color job fair in the Twin Cities to attract and recruit for increasing racial/ethnic diversity in this job category. Attend other recruiting events to assist a focus on candidates of color through 2024. There are limited hiring opportunities so when opening occurs, the College will focus on correcting underutilization. There are six positions and only one separation. • Depending on the area of expertise, there is not a lot of diversity in our feeder jobs from industry in the trades and technical careers. |
| <p>Faculty Unlimited</p> <ul style="list-style-type: none"> • Females, Racial/Ethnic Minorities and Veterans are underutilized • The College needs to “monitor” Individuals with Disabilities in this job category. | <ul style="list-style-type: none"> • The College will pay close attention to the representation in our applicant pools and do additional, targeted advertising/recruitment as necessary. Progress will be assessed every year as unlimited positions are determined. • Attend the People of Color job fair in the Twin Cities in the fall of 2022 to increase recruitment of protected group members underutilized in this job category. • We will review advertising and recruitment strategies on an annual basis. • There are limited hiring opportunities so when there is a vacancy, train all search committees and hiring managers regarding consistency of application review for ensuring a diverse pool of applicants. • The AAO will review all applicant and semi-finalist pools to determine adequate representation of diverse candidates. The AAO shall make a determination to expand recruitment efforts where there is not adequate representation of protected groups. Attend other recruiting events to assist a focus on candidates of color through 2024. |

Action-Oriented Programs

This section provides an overview of the College's general efforts and actions to ensure equal employment opportunity. The Colleges/University has reviewed barriers to hiring during the previous plan period and identified recruitment strategies, processes, and training to address underutilization for this plan year.

Barriers

The College has constraints to address underutilization and areas for monitoring identified in the previous section.

- Limited anticipated number of open positions in this plan year.
- Limited outreach due to budget constraints. This may limit our outreach and the effectiveness of recruitment efforts.
- Unwillingness of employees to self-identify, including individuals with disabilities. This will affect the representation of employees in this protected group.
- Smaller candidate pools for many of the vacant positions posted and advertised.
- Salary in highly technical/trade and health instructional areas has become a barrier as individuals in industry are making more than they can expect in compensation at our institution.
- A recent barrier is the availability of telework or remote options for some of our employees. As we are a College that values the physical presence of employees to serve our on-campus population, recruitment and retention may be negatively impacted.

Recruitment and Processes

The College takes the following actions to improve recruitment and increase the number of qualified females, racial/ethnic minorities, individuals with disabilities, and veterans in the applicant pool:

- The College will continue to place job opportunities through the State of MN Career site (<https://mn.gov/mmb/careers/search-for-jobs/>).
-
- Continue to consider female, racial/ethnic minorities, and individuals with disability applicants for all positions for which they qualify.
 - Participate in job fairs to recruit females, racial/ethnic minorities, and individuals with disabilities. (Ex: Semi-annual People of Color Career Fair)
- Use LinkedIn job posting feature to search for applicants, which we have been successful in obtaining qualified protected candidates.
- Advertise the Connect 700 program to attract qualified individuals with disabilities by providing a link to MMB's web site.
- Continue to use the EEO tag line on all job postings and advertisements.

- Continue to publish recruitment materials and media depicting individuals representing protected groups and veterans.
- Review/evaluate job postings to eliminate non-inclusive language.
- College employees' participation in a broad range of volunteer activities will help to create the opportunity to build relationships with other public and private enterprises and civic organizations. Employees are asked to distribute and promote hiring opportunities at the College.
- Gather information from applicants as to where they saw the vacancy notice. Analyze how and where protected group candidates are seeing the advertisements and adjust accordingly.
- Continue to advertise positions through professional and social networks such as LinkedIn and Facebook.
- The College has a Veteran's Resource Center on campus to support Veterans who are learning and/or working at Central Lakes College.
- Create a stronger onboarding process to include a check-in interview at 4-6 weeks with new employees.
- Continue to analyze exit interviews of all employees leaving employment at the College to determine the necessity of any adjustments to be made in our recruitment and retention strategies.

Persons Responsible:

- Karna Kurtz, Vice President of HR and Culture/Affirmative Action Officer
karna.kurtz@clcmn.edu ; 218-855-8054

Retention

The College will take the following actions to improve retention of females, racial/ethnic minorities, individuals with disabilities and veterans:

- Provide new employee orientation to welcome them to the college environment and to identify resources to assist in their success.
- Conduct exit interviews, analyze the data, and address identified concerns.
- Develop a stronger onboarding process for new employees and a system of HR checking in the first year of employment.
- Encourage all new hires to receive applicable trainings for their career development.
- Ensure an inclusive work environment and equal opportunities for all employees.
- Encourage use of the College's mentor-mentee programs.
- Develop and communicate to employees' leadership ladder/succession planning.
- Communicate and promote the State of Minnesota Employee Assistance Program.

- Foster an environment of open/transparent communication through the sharing of information through various channels of communication; i.e., the sharing of meeting minutes from various on campus committees.
- Provide ongoing performance feedback and training to all supervisors to ensure that employees have regular communication with their supervisor with open channels of communication on their career path at CLC.
- Encourage all new hires to receive applicable training for career development and encourage supervisors to create performance development plans for all employees.
- Create an inclusive work environment and equal opportunities for all College employees. Provide frequent training and model appropriate workplace behavior.
- Partner with the Title IX Coordinator/Dean of Students, Wellness and Equity to ensure an environment free of discrimination/harassment for all working and attending CLC.

Persons Responsible:

- Karna Kurtz, Vice President of HR and Culture/Affirmative Action Office, karna.kurtz@clcmn.edu ; 218-855-8054

Human Resources Staff

-
- Mary Sam, Dean of Students, Wellness and Equity, mary.sam@clcmn.edu ; 218-855-8159

Training

The College will take the following actions to improve retention of females, racial/ethnic minorities, individuals with disabilities, and veterans:

- Implement cross-learning programs to develop employee's skill and competencies.
- Provide quality on-boarding and new employee orientations.
- Announce training opportunities to all employees.
- Broadly announce all promotion and transfer opportunities.
- Provide unconscious bias training to all employees.
- Ensure all new hires receive inclusive workplace e-learning training, including Code of Conduct, Respectful Workplace, and Preventing Sexual Harassment.
- Provide on-going supervisor training in performance management to help with retention of employees.
- Provide professional development opportunities to all employee groups.
- Ensure all search committee members have training on the hiring process, including unconscious bias training.

- Inform search committees of affirmative action hiring goals for the applicable job category when preparing to select qualified applicants for interview and educate as to why this is an important consideration.

Persons Responsible:

- Karna Kurtz, Vice President of HR and Culture/Affirmative Action Officer, karna.kurtz@clcmn.edu ; 218-855-8054
- Kayla Johnson, Assistant Director of HR, kayla.johnson@clcmn.edu ; 218-855-8050
- Mary Sam, Dean of Students, Wellness and Equity, mary.sam@clcmn.edu ; 218-855-8159

Methods of Auditing, Evaluating, and Reporting Program Success

Minnesota Administrative Rules 3905.0400, subpart 1, item I

Pre-Employment Review Procedure/Monitoring the Hiring Process

The College will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of females, racial/ethnic minorities, individuals with disabilities or veterans. The College will use the Monitoring the Hiring Process form for every hire to track the number of females, racial/ethnic 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 Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action are carried out. Directors, managers, and supervisors must document their hiring decisions and equal opportunity professionals will review for bias.

A College that does not meet its hiring goals for competitive appointments, and noncompetitive appointments under MS 43A.08, subd. 1(9), (11) and (16), and 43A.15, subd. 3, 10, 12, and 13, must justify its non-affirmative action hires. The affirmative action statute was amended in 2019 so agencies including Minnesota State can no longer take missed opportunities. The College will report the number of affirmative and non-affirmative hires to MMB on a quarterly basis.

When candidates are invited to participate in the selection process, employees scheduling the selection process will describe the process to the candidate (e.g., interview process, testing process). All candidates are provided information regarding the procedure to request reasonable accommodations, if necessary, to allow candidates with disabilities equal opportunity to participate in the selection process. Interview questions are provided to the applicants at the time of interview. This allows for an individual with a disability to determine if they need a reasonable accommodation in advance.

All employees involved in the selection process are trained and accountable for the College's commitment to equal opportunity and the affirmative action plan and its implementation.

Pre-Review Procedure for Layoff Decisions

The Affirmative Action Officer, in conjunction with the College's human resources office, is affirmative action office, is responsible for reviewing all pending layoffs to determine their effect on the College's affirmative action goals and timetables.

If it is determined that there is a disparate impact on protected groups or veterans, the College 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 College will determine if other alternatives are available to minimize the disparate impact on protected groups and veterans.

Other Methods of Program Evaluation

The College submits the following compliance reports to MMB as part of the efforts to evaluate the College's affirmative action plan:

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

The College 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
- Discusses progress with College leadership on a periodic basis and makes recommendations for improvement
- Utilization of exit interview data and Great Colleges data as it relates to why protected class employees are leaving.

Policies, Procedures, and Notice

A. Minnesota State Board Policy, 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education (Review began April 2022. See current policy [here](#))

Part 1. Policy Statement

Subpart A. Equal opportunity for students and employees.

Minnesota State Colleges and Universities 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, Minnesota State Colleges and Universities 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, gender expression, or familial status 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, Minnesota State Colleges and Universities 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.

The system office, colleges, and universities 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 Minnesota State Colleges and Universities, including but not limited to, its students, employees, applicants, volunteers, agents, and Board of Trustees, 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.

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 the Board Policy 4.10, of Trustees Nepotism policy 4.10.

Subpart B. Discrimination.

Discrimination means 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 means 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, Minnesota State Colleges and Universities further defines sexual harassment as a form of sexual discrimination which is prohibited by state and federal law. Sexual harassment includes 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

Such conduct has the purpose or 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.

Employee means any individual employed by Minnesota State Colleges and Universities, including all faculty, staff, administrators, teaching assistants, graduate assistants, residence directors 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, familial status and membership or activity in a local human rights commission are protected classes in employment.

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:

- a. made a complaint under this policy;
- b. 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;
- c. 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
- d. 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 abuse.

Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Minnesota law. In such situations, the system office and colleges and universities 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 any college or university or the system office from taking immediate action to protect victims of alleged sexual abuse. Board Policy 1B.3 Sexual Violence addresses sexual violence.

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 a college or 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 college or university;

4. Have been notified of their acceptance for admission or have initiated the process of application for admission or financial aid; or

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

Part 3. Consensual Relationships.

An employee of Minnesota State Colleges and Universities 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, each college and university and system office 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 in the system office, colleges and universities. 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 chancellor shall establish procedures to implement this policy. The equal opportunity and nondiscrimination in employment and education policy and procedures of colleges and universities shall comply with Board Policy 1B.1 and Procedure 1B.1.1.

B. Minnesota State System Procedure 1B.1.1 Report/Complaint of Discrimination/Harassment Investigation and Resolution (Review began May 2022. See current policy [here](#))

Part 1. Purpose and applicability.

Subpart A. Purpose

This procedure is designed to further implement Minnesota State Colleges and Universities policies relating to nondiscrimination by providing a process through which individuals alleging violation of Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education may pursue a complaint. 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 Minnesota State Colleges and Universities, 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 Board Policy 1B.1, 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 Minnesota State Colleges and Universities.

Subpart C. Scope

This procedure is not applicable to allegations of sexual violence; allegations of sexual violence are handled pursuant to Board Policy 1B.3 Sexual Violence and System Procedure 1B.3.1. In addition, harassment and discrimination complaints not arising from alleged violations of Board Policy 1B.1, are to be addressed under other appropriate policies and established practices.

Part 2. Definitions

The definitions in Board Policy 1B.1 also apply to this procedure.

Subpart A. Designated Officer.

Designated officer means an individual designated by the president or chancellor 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 system office.

Subpart B. Decisionmaker

Decisionmaker means a high level administrator designated by the president or chancellor to review investigative reports, to make findings whether Board Policy 1B.1 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 decisionmaker for complaints under this procedure, administrators must complete decisionmaker training provided by the system office.

Subpart C. Retaliation.

Retaliation is as defined in Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education policy.

Part 3. Consensual Relationships.

Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education 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 Board Policy 1B.1 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 the designated officer of the system office, college, or university.

Subpart B. Duty to report.

Administrators and supervisors shall refer allegations of conduct that they reasonably believe may constitute discrimination or harassment under Board Policy 1B.1 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 a college or university shall be filed with the system office. However, complaints against a president shall be processed by the college or 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 system office employees or the Board of Trustees.

For reports/complaints that involve allegations against system office 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, the system office, colleges, and universities reserve 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.

The system office, college or university has an affirmative duty to take timely and appropriate action to stop behavior prohibited by Board Policy 1B.1, 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 Board Policy 1B.1. 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 system office, college or 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 or chancellor/designee any real or perceived conflict of interest in proceeding as the designated officer for a specific complaint. If the president or chancellor/designee 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 the Board Policy 1B.1 and this procedure;
 - b.) provide a copy of or Web address for Board Policy 1B.1 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 Board Policy 1B.1 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 using the complaint form of the system office, college or university.
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 Board Policy 1B.1 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 Board Policy 1B.1 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;

- d.) 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
- e.) 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 or chancellor 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 college or 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 Board Policy 1B.1. 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.
- 9. Timely Completion.** Colleges, universities and the system office must provide resources sufficient to complete the investigative process and issue a written response within 60 days after a complaint is made, unless reasonable cause for delay exists. The designated officer shall notify the complainant and respondent if the written response is not expected to be issued within the 60 day period. The college, university or system office must meet any applicable shorter time periods, including those provided in the applicable collective bargaining agreement.

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 system office, college or university personnel;

4. other possible outcomes may include recommending changes in workplace assignments, enrollment in a different course or program, or other appropriate action;
5. the system office, college or 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;

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 decisionmaker for review and decision;
 - b.) take additional investigative measures as requested by the decisionmaker; 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 decisionmaker 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 Board Policy 1B.1 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 Board policy 1B.1 has been violated.

f.) Conduct that is determined not to have violated Board policy 1B.1 shall be referred to another procedure for further action, if appropriate.

Part 7. System office, college, or university action.

The system office, college, or 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 Board Policy 1B.1.1, 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 the system office, college or university. In accordance with state law, the system office, college or 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 decisionmaker. 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 decisionmaker.

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 §14.

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.

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 respondent's administrative remedies under this procedure except as provided herein.

Part 9. Education and training.

The system office, colleges and universities shall provide education and training programs to promote awareness and prevent discrimination/harassment, such as educational seminars, peer-to-peer counseling, operation of hotlines, self-defense courses, and informational resources. Education and training programs should include education about Board Policy 1B.1 and this procedure. All colleges and universities and the system office shall promote awareness of Board Policy 1B.1 and this procedure, and shall publicly identify the designated officer.

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 the system office and on college and university campuses at all times and shall include the designated officers' names, locations and telephone numbers.

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 the system office, college or 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.

Central Lakes College Discrimination/Harassment Complaint Form

An electronic version of the Central Lakes College's Discrimination/Harassment Complaint form can be found at: www.clcmn.edu/discrimination-harassment-complaint-form/

Policy 1.B.1 Discrimination / Harassment Complaint Form

Name *

| | |
|-------|------|
| First | Last |
|-------|------|

Email *

Phone

StarID *

Please check the box that best describes the issue

Type of Complaint

- ☐ Discrimination
☐ Harassment
☐ Retaliation

I was discriminated/harassed/retaliated against based on my:

- ☐ Race
☐ Sex (Gender)
☐ Age
☐ Color
☐ Creed
☐ Disability
☐ Marital Status
☐ National Origin
☐ Sexual Orientation
☐ Gender Identity
☐ Gender Expression
☐ Religion
☐ Status with Regard to Public Assistance
☐ Membership/Activity in a local Human Rights Commission

Please describe your complaint, listing times, dates, location, names of people involved in the incident(s) Describe any steps you have taken to address the complaint. Additionally, please describe the resolution you are seeking in this matter.

SUBMIT

C. Minnesota State 1B.3 Sexual Violence Policy

Part 1. Policy statement

Sexual violence is an intolerable intrusion into the most personal and private rights of an individual, and is prohibited at Minnesota State Colleges and Universities. Minnesota State is committed to eliminating sexual violence in all forms and will take appropriate remedial action against any individual found responsible for acts in violation of this policy. Acts of sexual violence may also constitute violations of criminal or civil law or of other Board Policies that may require separate proceedings. To further its commitment against sexual violence, Minnesota State provides reporting options, an investigative and disciplinary process, prevention training, and other related services as appropriate.

Subpart A. Application of policy to students, employees, Board of Trustees and others

This policy applies to all Minnesota State students and employees, Board of Trustees and to others, as appropriate, where incidents of sexual violence on system property have been reported. Reports of sexual violence committed by a student at a location other than on system property are covered by this policy pursuant to the factors listed in Board Policy 3.6, Part 2. Reports of sexual violence committed by a system employee at a location other than system property are covered by this policy.

Reports of sexual violence committed on system property by individuals who are not students or employees are subject to appropriate actions by Minnesota State, including but not limited to pursuing criminal or civil action against them.

Allegations of discrimination or harassment are governed by Board Policy 1B.1.

Subpart B. College and university policies

Each Minnesota State college and university shall adopt a clear, understandable written policy on sexual violence that applies to its campus community, including but not limited to its students and employees. The policy content and implementation must be consistent with the standards in this policy and System Procedure 1B.3.1.

Part 2. Definitions.

The following definitions apply to this policy and System Procedure 1B.3.1.

Affirmative Consent

Consent is informed, freely given, and mutually understood willingness to participate in sexual activity that is expressed by clear, unambiguous, and affirmative words or actions. It is the responsibility of the person who wants to engage in sexual activity to ensure that the other person has consented to engage in the sexual activity. Consent must be present throughout the entire sexual activity and can be revoked at any time. If coercion, intimidation, threats, and/or physical force are used, there is no consent. If the complainant is mentally or physically incapacitated or impaired so that the complainant

cannot understand the fact, nature, or extent of the sexual situation, there is no consent; this includes conditions due to alcohol or drug consumption, or being asleep or unconscious. A lack of protest, absence of resistance, or silence alone does not constitute consent, and past consent to sexual activities does not imply ongoing future consent. The existence of a dating relationship between the people involved or the existence of a past sexual relationship does not prove the presence of, or otherwise provide the basis for, an assumption of consent. Whether the respondent has taken advantage of a position of influence over the complainant may be a factor in determining consent.

Dating, intimate partner, and relationship violence

Violence including physical harm or abuse, and threats of physical harm or abuse, arising out of a personal intimate relationship. This violence also may be called domestic abuse or spousal/partner abuse and may be subject to criminal prosecution under Minnesota law.

Employee

Any individual employed by Minnesota State, its colleges and universities and the system office, including student workers.

Non-forcible sex acts

Non-forcible acts include unlawful sexual acts where consent is not relevant, such as sexual contact with an individual under the statutory age of consent, as defined by Minnesota law, or between persons who are related to each other within degrees wherein marriage is prohibited by law.

Sexual assault

An actual, attempted, or threatened sexual act with another person without that person's affirmative consent. Sexual assault is often a criminal act that can be prosecuted under Minnesota law, as well as form the basis for discipline under Minnesota State student codes of conduct and employee disciplinary standards. Sexual assault includes but is not limited to:

1. Involvement without consent in any sexual act in which there is force, expressed or implied, or use of duress or deception upon the victim. Forced sexual intercourse is included in this definition, as are the acts commonly referred to as date rape or acquaintance rape. This definition also includes the coercing, forcing, or attempting to coerce or force sexual intercourse or a sexual act on another.
2. Involvement in any sexual act when the victim is unable to give consent.
3. Intentional and unwelcome touching of a person's intimate parts (defined as primary genital area, groin, inner thigh, buttocks, or breast); or coercing, forcing, or attempting to coerce or force another to touch a person's intimate parts.
4. Offensive sexual behavior directed at another, such as indecent exposure or voyeurism.

Sexual violence

A continuum of conduct that includes sexual assault, non-forcible sex acts, dating and relationship violence, stalking as well as aiding acts of sexual violence.

Stalking

Conduct directed at a specific person that is unwanted, unwelcome, or unreciprocated and that would cause reasonable people to fear for their safety or the safety of others or to suffer substantial emotional distress.

Student

All persons who:

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

System Property

The facilities and land owned, leased, or under the primary control of Minnesota State, its Board of Trustees, system office, colleges, and universities.

D. Minnesota State System Procedure 1B.3.1 Response to Sexual Violence and Title IX Sexual Harassment

Part 1. Purpose

This procedure provides a process through which individuals alleging sexual violence may pursue a complaint, pursuant to Board Policy 1B.3 Sexual Violence Policy prohibiting sexual violence.

This procedure is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation and reprisal.

Part 2. Definitions

The definitions in Policies 1B.3 and 1B.1 also apply to this procedure.

Campus security authority

Campus security authority includes the following categories of individuals at a college or university:

1. A college or university security department;
2. Any individual who has campus security responsibilities in addition to a college or university security department;
3. Any individual or organization identified in a college or university security policy as an individual or organization to which students and employees should report criminal offenses;
4. An official of a college or university who has significant responsibility for student and campus activities, including, but not limited to, student housing, student discipline, and campus judicial proceedings; advisors to recognized student organizations; and athletic coaches. Professional counselors, whose official responsibilities include providing mental health counseling, and who are functioning within the scope of their license or certification, are not included in this definition.

Complainant

An individual who is alleged to be the victim of conduct that could constitute sexual harassment (as defined by Title IX).

Educational program activity

Includes locations, events, or circumstances over which the college or university exercised substantial control over both the respondent and the context in which the sexual harassment (as defined by Title IX) occurs, and also includes any building owned or controlled by any officially recognized student organization of the college or university.

Formal complaint

A document filed by a complainant or signed by the Title IX Coordinator alleging sexual harassment (as defined by Title IX) against a respondent and requesting that the college or university investigate the allegation of sexual harassment. At the time of filing the formal complaint of sexual harassment (as defined by Title IX), a complainant must be participating in or attempting to participate in the education program or activity of the college or university with which the formal complaint is filed.

Respondent

An individual who has been reported to be the perpetrator of conduct that could constitute sexual harassment (as defined by Title IX).

Supportive measures

Non-disciplinary, non-punitive individualized services offered as appropriate, as reasonably available, and without fee or charge to the complainant or respondent before or after the filing of a formal Title IX complaint or where no formal complaint has been filed. Such measures are designed to restore or preserve equal access to the education program or activity without unreasonably burdening the other party, including measures designed to protect the safety of all parties or the recipient's educational environment, or deter sexual harassment. Supportive measures may include, but are not limited to, counseling, extensions of deadlines or other course-related adjustments, modifications of work or class schedules, campus escort services, mutual restrictions on contact between the parties, changes in work or housing locations, leaves of absence, increased security and monitoring of certain areas of the campus. The Title IX Coordinator is responsible for coordinating the effective implementation of supportive measures.

Title IX Coordinator

Employee(s) designated by the president to coordinate the college or university's efforts to comply with its Title IX responsibilities and Board Policies 1B.1 and 1B.3. A campus can delegate Title IX responsibilities to, for example, a deputy or deputies, and/or an investigator.

Title IX sexual harassment

For purposes of Title IX, sexual harassment means conduct on the basis of sex that occurs in a college or university's program or activity in the United States that satisfies one or more of the following:

1. An employee of the college or university conditioning the provision of an aid, benefit, or service of the recipient on an individual's participation in unwelcome sexual conduct.
2. Unwelcome conduct determined by a reasonable person to be so severe, pervasive and objectively offensive that it effectively denies a person equal access to the college or university's education program or activity; or

Sexual assault; dating, intimate partner, and relationship violence; and stalking as defined in Board Policy 1B.3

Part 3. Reporting Incidents of Sexual Violence

Subpart A. Prompt reporting

Complainants of sexual violence and sexual harassment (as defined by Title IX) may report incidents at any time, but are strongly encouraged to make reports promptly in order to best preserve evidence for a potential legal or disciplinary proceeding.

Complainants are strongly encouraged to report incidents of sexual violence to law enforcement for the location where the incident occurred. Complainants are also encouraged to contact the local victim/survivor services office, counseling and health care providers, campus Title IX coordinators, or Minnesota State Colleges and Universities campus security authorities for appropriate action.

Subpart B. Assistance in reporting

When informed of an alleged incident of sexual violence and sexual harassment (as defined by Title IX), all Minnesota State Colleges and Universities students and employees are urged to encourage and assist complainants, as needed, to report the incident to local law enforcement, local victim/survivor services, campus Title IX coordinator, or campus security authorities.

Campus security authorities, when informed of an alleged incident of sexual violence and sexual harassment (as defined by Title IX), shall promptly assist the complainant, as requested, including providing guidance in filing complaints with outside agencies, such as law enforcement; obtaining appropriate assistance from victim/survivor services or medical treatment professionals; and filing a complaint with the Title IX Coordinator.

When appropriate, Minnesota State Colleges and Universities may pursue legal action against a respondent, including, but not limited to, trespass or restraining orders, in addition to disciplinary action under the applicable student or employee conduct standard. A college or university may take actions it deems necessary or appropriate in response to all protection, restraining, or no-contact orders.

Subpart C. Required reports

Any campus security authority or any college or university employee with supervisory or student-advising responsibility who has been informed of an alleged incident of sexual violence and sexual harassment (as defined by Title IX), shall follow college or university procedures for making a report for the annual crime statistics report. In addition, the campus security authority or any college or university employee with supervisory or student-advising responsibility who has been informed of an alleged incident of sexual violence and sexual harassment (as defined by Title IX) shall report to the Title IX Coordinator, in order to initiate any applicable investigative or other resolution procedures.

Campus security authorities may be obligated to report to law enforcement the fact that a sexual assault has occurred, but the name of or other personally identifiable information about the complainant will be provided only with the consent of the complainant, except as may be required or permitted by law.

Subpart D. Mandatory reporting of abuse or neglect of children or vulnerable adults

Minnesota law provides special protection for children under 18 and vulnerable adults. These laws, Minnesota Statutes sections 626.556 and 626.557, identify those who are mandated to report neglect or abuse of children under 18 and maltreatment of vulnerable adults. Faculty, student teachers or clinical participants, day care personnel, and others involved in education or services to children or vulnerable adults may be considered mandated reporters under both of these laws. Reports of abuse or neglect of a child or vulnerable adult, must be made to law enforcement or state or county social service agencies.

Part 4. Confidentiality of reporting

Confidential Reports

Because of laws concerning government data contained in Minn. Stat. Ch. 13 Government Data Practices, colleges and universities cannot guarantee confidentiality to those who report incidents of sexual violence except where those reports are privileged communications with licensed healthcare professionals. Some off-campus reports also may be legally privileged by law, such as reports to clergy, private legal counsel, or healthcare professionals.

Part 5. Policy notices

Subpart A. Distribution of policy to students

Each college or university shall, at a minimum, at the time of registration make available to each student information about its sexual violence and sexual harassment (as defined by Title IX) policy and procedure), including its online reporting system that allows for anonymous reporting, and shall additionally post a copy of its policy and procedure at appropriate locations on campus and in appropriate handbooks at all times. A college or university may distribute its policy and procedure by posting on an Internet or Intranet website, provided all students are directly notified of how to access the policy by an exact address, and that they may request a paper copy.

Subpart B. Distribution of policy to employees

Colleges, universities, and the system office shall make available to all employees a copy of the sexual violence and sexual harassment (as defined by Title IX) policy and procedure. Distribution may be accomplished by posting on an Internet or Intranet website, provided all employees are directly notified of the exact address of the policy and procedure as well as the option of receiving a paper copy upon request.

Subpart C. Required notice

Each college or university shall have a sexual violence and sexual harassment (as defined by Title IX) policy, which must include the notice provisions in this part.

1. **Notice of Title IX Coordinator.** Each college and university must notify applicants for admission and employment, students, employees, and all unions holding collective bargaining agreements with the college or university of the name or title, office address, electronic mail address, and telephone number of the employee or employees designated as the Title IX Coordinator.
2. **Notice of non-discrimination.** Each college and university must notify applicants for admission and employment, students, employees and all unions holding collective bargaining agreements with the college and university that the college or university does not discriminate on the basis of sex in the education program or activity that it operates, and that it is required by Title IX not to discriminate in such a manner. Inquiries about the application of Title IX may be referred to the Title IX Coordinator and/or to the United States Department of Education.

3. **Notice of complainant options**

Following a report of sexual violence the complainant must be promptly notified of:

- a. Where and how to obtain immediate medical assistance. Complainants should be informed that timely reporting and a medical examination within 72 hours are critical in preserving evidence of sexual assault and proving a criminal or civil case against a perpetrator. Complainants should be told, however, that they may report incidents of sexual violence at any time.
- b. Where and how to report incidents of sexual violence to local law enforcement officials, and/or appropriate college, university, or system contacts for employees, students, and others. Such contacts should be identified by name, location, and phone number for 24-hour availability, as applicable.
- c. Resources for where and how complainants may obtain on- or off-campus counseling, mental health, or other support services.

4. **Notice of complainant rights**

Complainants must be notified of the following:

- a. Their right to make a report with local law enforcement officials in sexual assault cases.
- b. Rights under the crime victims bill of rights, Minn. Stat. §§ 611A.01 – 611A.06, including the right to assistance from the Crime Victims Reparations Board and the commissioner of public safety.
- c. Availability of prompt assistance from campus officials, upon request, in notifying the appropriate campus investigating authorities and law enforcement officials, and, at the direction of law enforcement authorities, assistance in obtaining, securing, and maintaining evidence in connection with a sexual violence incident.
- d. Assistance available from campus authorities in preserving for a sexual violence complainant materials relating to a campus disciplinary proceeding.

- e. Complaints of incidents of sexual violence made to campus security authorities must be promptly and appropriately resolved.
- f. Upon a sexual assault complainant's request, the college, university, or system office may take action and other supportive measures to prevent unwanted contact with the alleged assailant, including, but not limited to, transfer of the complainant and/or the respondent to alternative classes, or to a work site or to alternative college-owned housing, if such alternatives are available and feasible.
- g. Upon request, students who reported sexual assaults to the college or university and subsequently chose to transfer to another college or university will be provided with information about resources for victims of sexual assault at the college or university to which the complainant is transferring.

Part 6. Investigation and Disciplinary Procedures

Subpart A. General principles

College and university investigation and disciplinary procedures concerning allegations of sexual violence and sexual harassment (as defined by Title IX) against employees or students must:

1. Be respectful of the needs and rights of individuals involved and treat them with dignity;
2. Not suggest the complainant was at fault for the sexual assault or should have behaved differently to prevent the assault;
3. Proceed as promptly as possible;
4. Permit a student complainant and a student respondent to have the same opportunity to have an appropriate support person or advisor present at any interview or hearing, in a manner consistent with the governing procedures and applicable data practices law;
5. Afford employees the right to representation consistent with the appropriate collective bargaining agreement or personnel plan;
6. Be conducted in accordance with applicable due process standards and privacy laws;
7. Simultaneously inform both the complainant and respondent of the outcome in a timely manner, as permitted by applicable privacy law.
8. Be based on a preponderance of evidence standard, meaning that it is more likely than not that the policy, procedure, or code has been violated.

The past sexual history of the complainant and respondent must be deemed irrelevant except as that history may directly relate to the incident being considered.

A respondent's use of any drug, including alcohol, judged to be related to an offense may be considered to be an exacerbating rather than mitigating circumstance.

Subpart B. Relationship to parallel proceedings

In general, college, university, and system office investigation and disciplinary procedures for allegations of sexual violence and sexual harassment (as defined by Title IX) will proceed independent of any action taken in criminal or civil courts. A college or university need not, and in most cases should not, delay its proceedings while a parallel legal action is ongoing. If a college or university is aware of a criminal proceeding involving the alleged incident, they may contact the prosecuting authority to coordinate when feasible. Criminal or civil court proceedings are not a substitute for college, university, and system office procedures.

Subpart C. Memorandum of understanding with local law enforcement

Each college or university shall enter into a memorandum of understanding with the primary law enforcement agencies that serve their campus(es). Prior to the start of each academic year, each college or university shall distribute an electronic copy of the MOU to all employees on the campus that are subject to the memorandum. Colleges and universities are exempt from the MOU requirement if they and local or county law enforcement agencies establish a sexual assault protocol team to facilitate effective cooperation and collaboration between the college or university and law enforcement.

Subpart D. False statements prohibited

Colleges, universities, and the system office take allegations of sexual violence and sexual harassment (as defined by Title IX) very seriously and recognize the consequences such allegations may have on a respondent as well as the complainant. Any individual who knowingly provides false information regarding the filing of a complaint or report of sexual violence, or who provides false information during the investigation of such a complaint or report, may be subject to discipline or, under certain circumstances, legal action. Complaints of conduct that are found not to violate policy are not assumed to be false.

Subpart E. Sanctions

Sanctions that may be imposed if a finding is made that sexual violence and sexual harassment (as defined by Title IX) has occurred include, but are not limited to, discipline up to and including suspension, or expulsion of students, or discipline, up to and including termination from employment, as provided in the applicable bargaining agreement or compensation plan, for employees. The appropriate sanction will be determined on a case-by-case basis, taking into account the severity of the conduct, the student's or employee's previous disciplinary history, and other factors as appropriate.

Witnesses or victims who report in good faith an incident of sexual violence will not be sanctioned by the college, university, or system office for admitting in the report to a violation of the student conduct policy on the use of alcohol or drugs.

Subpart F. Retaliation prohibited

Actions by a student or employee intended as retaliation, reprisal, or intimidation against an individual for making a complaint or participating in any way in a report or investigation under this policy are prohibited and are subject to appropriate disciplinary action.

Part 7. Investigation and Resolution

The college, university or system office has a duty to take timely and appropriate action to stop behavior prohibited by Board Policy 1B.3, conduct investigations and take appropriate action to prevent recurring misconduct.

Subpart A. Informal Resolution

A college or university may offer an informal resolution process if a formal complaint is filed and after providing both parties a notice of allegations. The parties must voluntarily consent, in writing, to the informal resolution process. At any time before agreeing to a resolution, any party has the right to withdraw from the informal resolution process and resume the process with respect to the formal complaint. This procedure neither prevents nor requires the use of informal resolution by individuals who believe they have been subject to conduct in violation of Board Policy 1B.3. Informal resolution shall not be used to resolve allegations that an employee sexually harassed a student.

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 Title IX Coordinator must be contacted in order to initiate a complaint under this procedure. The Title IX Coordinator shall determine the process used in each complaint based on the complexity of the allegations, the number and relationship of individuals involved, and other pertinent factors.

1. **Jurisdiction.** The Title IX Coordinator shall:
 - a. determine whether the complaint is one which should be processed through another system office, college or university procedure available to the complainant;
 - b. if appropriate, direct the complainant to that procedure as soon as possible; and
 - c. for sexual harassment complaints, (as defined by Title IX), determine whether or not the complaint involves the education program or activity of the college or university and whether the incident occurred in the United States.
2. **Conflicts.** The Title IX Coordinator should identify to the president or chancellor/designee any real or perceived conflict of interest in proceeding as the Title IX Coordinator, for the decision-maker, and/or for any person designated to facilitate an informal resolution for a specific

complaint. If the president or chancellor/designee determines that a conflict exists, another Title IX Coordinator, decision-maker, or person facilitating an informal resolution must be assigned.

3. **Information provided to complainant.** At the time the complaint is made, the Title IX Coordinator shall:
 - a. inform the complainant of the provisions of the Board Policy 1B.3 and this procedure;
 - b. provide a copy of or Web address for Board Policy 1B.3 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;
 - d. inform the complainant of the provisions of Board Policy 1B.3 prohibiting retaliation;
 - e. discuss the availability of supportive measures; and
 - f. explain the process for filing a formal Title IX complaint
4. **Complaint documentation.** The Title IX Coordinator shall insure that the complaint is documented in writing. The Title IX Coordinator may request, but not require the complainant to document the complaint in writing using the complaint form of the system office, college or university.
5. **Information provided to the respondent.** At the time initial contact is made with the respondent, the Title IX Coordinator shall inform the respondent in writing of the existence and general nature of the complaint and the provisions of the sexual violence policy, including the name of the complainant. At the initial meeting with the respondent, the Title IX Coordinator shall:
 - a. provide a copy of or Web address for Board Policy 1B.3 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 Title IX Coordinator, 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;
 - e. discuss the availability of supportive measures;
 - f. inform the respondent of the provisions of Board Policy 1B.3 prohibiting retaliation; and
 - g. utilize the template notice of allegations.
6. **Investigatory process.** The Title IX Coordinator 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;
- d. 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;
- e. handle all data in accordance with applicable federal and state privacy laws
- f. include an objective evaluation of all relevant evidence – including both inculpatory and exculpatory evidence.
- g. Presume that the respondent is not responsible for the alleged conduct until a determination regarding responsibility is made at the conclusion of the investigation process.
- h. Not require, allow, rely upon, or otherwise use questions or evidence that constitute, or seek disclosure of, information protected under a legally recognized privilege, unless the person holding such privilege has waived the privilege.
- i. For formal Title IX complaints, before completing the investigation report, send to both the complainant and the respondent and their advisors, if any, the evidence subject to inspection and review. Both the complainant and the respondent must have at least ten (10) calendar days to submit a written response to the evidence, which the Title IX Coordinator will consider before completing the investigative report. Both parties and their advisors may use the information solely for purposes of proceedings pursuant to this policy.
- j. Create an investigative report that fairly summarizes relevant evidence and, at least ten (10) calendar days prior to a formal hearing, send to each party and the party's advisor, if any, the investigative report in an electronic format or a hard copy, for their review and written response.

7. Interim Actions

- a. Employee reassignment or administrative leave. Under appropriate circumstances, the president or chancellor 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 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 college or 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 Title IX Coordinator may determine that there is no basis to proceed under Board Policy 1B.3. The Title IX Coordinator may refer the complaint as appropriate to other college or university officials. If the conduct alleged in the formal Title IX complaint would not constitute Title IX sexual harassment even if proved, did not occur in the college or university's education program or activity, or did not occur against a person in the United States, then the college or university must dismiss the formal complaint. The college or university may dismiss a formal Title IX complaint or any allegations therein any time during the investigation or hearing if a complainant notifies the Title IX Coordinator in writing that the complainant would like to withdraw the formal complaint or any allegations therein; the respondent is no longer enrolled or employed by the college or university; or specific circumstances prevent the college or university from gathering evidence sufficient to reach a determination as to the formal complaint or allegations therein. The college or university must promptly notify both the complainant and the respondent of any dismissal.
- 9. **Timely completion.** Colleges, universities and the system office shall provide resources sufficient to complete the investigative process and issue a written response in a timely manner after a complaint is made, unless reasonable cause for delay exists. Reasonable cause may include considerations such as the absence of the party, a party's advisor or a witness; concurrent law enforcement activity or the need for language assistance or accommodation of disabilities. The Title IX Coordinator shall notify the complainant and respondent if the written response is not expected to be issued within a timely manner. The college, university or system office must meet any applicable shorter time periods, including those provided in the applicable collective bargaining agreement.

Subpart D. Decision process

If the above methods, including the informal resolution process, have not resolved the complaint within a reasonable period of time to the satisfaction of the Title IX Coordinator, the procedures in this subpart must be followed.

- 1. **Title IX Coordinator.** The Title IX Coordinator shall:
 - a. Prepare an investigation report.

- b. Refer the matter for a formal hearing.
- 2. **Formal Hearing.** Formal hearings for Title IX sexual harassment complaints will be conducted by the Office of Administrative Hearings pursuant to the rules for administrative hearings. If either the complainant or respondent does not have an advisor for the formal hearing, the college or university must provide an advisor without fee or charge to the complainant or respondent. Colleges and Universities shall maintain a roster of advisors for this purpose. The role of the advisor for the respondent is to conduct cross-examination on behalf of the respondent. At the conclusion of the formal hearing, the administrative law judge will issue a written recommendation for a final decision made by the college or university decision-maker.
- 3. **Decision-maker.** After receiving the report and recommendation prepared by the administrative law judge, the decision-maker shall:
 - a. Decide whether the policy has been violated; and
 - b. On appropriate sanctions if the policy has been violated;
 - c. Issue a written determination that must include;
 - 1. identification of the allegations potentially violating this policy;
 - 2. a description of the procedural steps taken from the receipt of the formal complaint through the determination, including any notifications to the parties, interviews with parties and witnesses, site visits, methods used to gather other evidence, and hearing help;
 - 3. findings of fact supporting the determination;
 - 4. conclusions regarding application of the policy to the facts;
 - 5. a statement of, and rationale, for the result as to each allegation, including determination regarding responsibility, any disciplinary sanctions the college or university imposes on the respondent, and whether remedies designed to restore or preserve equal access to the college or university's education program or activity will be provided by the college or university to the complainant; and
 - 6. the college or university's procedures and permissible bases for the complainant and respondent to appeal.

The written determination may satisfy these elements by adopting portions of the report and recommendation. The decision-maker must provide the written determination to the parties simultaneously. The determination regarding responsibility becomes final either on the date that the college or university provides the parties with written determination of the result of the appeal; or if an appeal is filed; or if an appeal is not filed, the date on which an appeal would no longer be considered timely.

The college, university, or system office shall take the appropriate corrective action based on results of the investigation, and the Title IX Coordinator shall make appropriate inquiries to ascertain the

effectiveness of any corrective or disciplinary action. Complainants are encouraged to report any subsequent conduct that violates Board Policy 1B.3, as well as allegations of retaliation. Disciplinary action for students may include any sanctions the college or university imposes for any student conduct matters, up to and including expulsion. Disciplinary action for employees may include any discipline allowed under the applicable collective bargaining agreement or personnel plan, up to and including termination.

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 the college, university, or system office. In accordance with state law, the college, university, or system office is responsible for filing the complaint disposition concerning complaints against employees with the Commissioner of Minnesota Management and Budget 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) calendar days after notification of the decision. The appeal must state specific reasons why the complainant or respondent believes the decision or sentence were 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. In addition, for a formal Title IX complaint, both the complainant and respondent may appeal a dismissal of a formal complaint.

Subpart B. Appeal process

The president or designee shall review the record and determine whether to affirm or modify the decision. Grounds for appeal include procedural irregularity that affected the outcome, new evidence that was not reasonably available at the time the determination regarding responsibility or dismissal was made that could affect the outcome of the matter, and a conflict of interest or bias by the Title IX Coordinator, or decision-maker that affected the outcome of the matter. 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 must be made within a reasonable time and the complainant, respondent and Title IX Coordinator must 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 respondent's administrative remedies under this procedure except as provided herein.

Part 9. Education and Training

The colleges, universities, and system office shall provide education and training programs to promote awareness and prevent discrimination/harassment, such as educational seminars, peer-to-peer

counseling, operation of hotlines, self-defense courses, and informational resources. Education and training programs should include education about Board Policy 1B.3 and this procedure. All colleges, universities, and the system office shall promote awareness of Board Policy 1B.3 and this procedure, and shall publicly identify the Title IX Coordinator. A college or university must ensure that Title IX Coordinators, investigators, decision-makers, and any person who facilitates an informal resolution policy, received training on Title IX sexual harassment complaints. Any materials used to train Title IX Coordinators, investigators, decision-makers, and any person who facilitates an informal resolution process on handling formal Title IX complaints must be made publicly available on the college or university's website.

Sexual Violence Prevention and Education

Subpart A. Campus-wide training

Colleges, universities, and the system office shall:

1. Include in their sexual violence policy a description of educational programs that they offer to students and employees to promote the awareness of sexual violence offenses, including sexual violence prevention measures and procedures for responding to incidents;
2. Provide training on awareness of sexual violence prevention measures and procedures for responding to incidents of sexual violence. At a minimum, all incoming students and all new employees must be provided with this training;

Emphasize in their educational programs the importance of preserving evidence for proof of a criminal offense, safe and positive options for bystander intervention, and information on risk reduction to recognize warning signs of abusive behavior and risk associated with the perpetration of sexual violence.

Subpart B. Other training and education

Colleges and universities and affiliated student organizations are encouraged to develop educational programs, brochures, posters, and other means of information to decrease the incidence of sexual violence and advise individuals of the legal and other options available if they are the complainants of an incident or if they learn of such an incident.

Subpart C. Training for other individuals charged with decision-making authority

Prior to serving as either an investigator or decision-maker for complaints under this procedure, administrators shall complete investigator or decision-maker training provided by the system office.

Investigators/decision-makers, campus security officers, and anyone else involved in the adjudication process must receive annual training on the issues related to domestic violence, dating violence, sexual assault, and stalking and how to conduct an investigation and hearing process that protects the safety of victims and promotes accountability.

Part 10. Maintenance of Report/Complaint Procedure Documentation

During and upon the completion of the complaint process, the complaint file must be maintained in a secure location in the office of the Title IX Coordinator for the college, university or system office, for a period of seven (7) years, in accordance with the applicable records retention schedule. Access to data must 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, and other applicable law. Information on reports of incidents of sexual violence that are made to campus security authorities must be documented in accordance with the Jeanne Clery disclosure of Campus Security and Campus Crime Statistics Act, codified at 20 U.S.C. § 1092 (f). The information will be used to report campus crime statistics on college and university campuses as required by the Clery Act.

Each college, university and the system office shall annually report statistics on sexual assaults to the Minnesota Office of Higher Education. Additionally, the report must be published on each college and university website in accordance with state law.

Central Lakes College Sexual Violence Complaint Form

The Sexual Violence Complaint Form shown below can be found at [Student Complaint Process - Central Lakes College \(clcmn.edu\)](https://www.clcmn.edu/student-complaint-process)

Central Lakes College Sexual Misconduct Reporting Form

This form may be used by anyone anonymously to report information to Central Lakes College's Title IX Office related to an alleged violation of sexual misconduct as outlined by Minnesota State Board Policy 18.05 (<https://www.clcmn.edu/clcmn/policies/2003/p18050501>). Students, employees, faculty, vendors, visitors or other concerned individuals may use this form to informally or anonymously report specific information related to sexual misconduct.

You are not required to complete the entire form in order for the report to be submitted, however, you must complete fields denoted with an asterisk. The College will use the information provided to process the report, which can include an investigation and contacting the complainant and/or any potential witnesses. If the report does not contain enough specific information, the College's investigation and response may be limited.

You may also report directly to our Title IX Coordinator:
Mary Sam, Dean of Students, Wellness, & Equity
Bismarck Campus, room E204A
218-855-8110
mary.sam@clcmn.edu

Or if you're unsure whether or not you'd like to report you may speak in confidence with the CLE Confidential Employee:
Kellen Reinsel, Social Worker
Bismarck Campus, room E204
218-855-8224
kellen.reinsel@clcmn.edu

Required

1. Report Type *

☐ Confidential Report to report incident (a person involved in this incident)

☐ Request for Counsel to report incident (request for Title IX Confidential Employee)

☐ The 3 Party Complaint to report incident for a witness in this incident

2. Case Type *

☐ Sexual Misconduct

☐ Dating Relationship/Unwanted

☐ Stalking

☐ Harassment

☐ Harassment/Sexual Misconduct

☐ Other (enter in Sub Case Type Below)

3. Sub Case Type

4. Incident Start Date

5. Incident End Date

6. Incident Location

☐ Electronic (Social Media)

☐ Off Campus

☐ On Campus

☐ Unclassified

☐ Unknown

7. Specific Incident Location

☐ Bismarck Campus

☐ Staples Campus

☐ West Campus

☐ Roseau Apartments

☐ College activity which took place off campus

8. Please provide as many details as possible regarding the incident or matter of concern, including what happened, who was present, how it happened. Please refrain from including the survivor's/victim's name without their permission.

9. What would you like to see happen next?

10. Would you like to report anonymously?

☐ Yes

☐ No

Next

Review your report and your information. [Cancel](#) [Report](#)

E. Minnesota State's Access and Accommodation for Individuals with Disabilities Policy, 1B.4

Part 1. Policy Statement.

Minnesota State Colleges and Universities is committed to ensuring its programs, services and activities are accessible to individuals with disabilities, through its compliance with state and federal laws. The system recognizes that individuals with disabilities may need accommodations to have equally effective opportunities to participate in or benefit from the system's programs, services and activities.

Part 2. Definitions. An individual with a disability:

Subpart A.

An individual with a disability:

1. Any person who has a physical or mental impairment which materially limits one or more of the person's major life activities.
2. Any person who has a record of such impairment which means that a person has a history of or has been classified as having a mental or physical impairment that materially limits one or more major life activities.

Subpart B.

Qualified individual with a disability. An individual who, with or without reasonable modifications to rules, policies, or practices, the removal of architectural, communication, or transportation barriers, or the provision of auxiliary aids and services, meets the essential eligibility requirements for receipt of services or participation in a system office, college, or university program or activity. Essential eligibility requirements include, but are not limited to, academic and technical standards requisite to admission or participation in an education program or activity.

Subpart C.

Personal devices and services may include wheelchairs; individually prescribed devices, such as prescription eyeglasses or hearing aids; readers for personal use or study; or services of a personal nature including assistance in eating, toileting, or dressing.

Part 3. General Access Policy.

Colleges, universities and the system office shall provide access to programs, services and activities to qualified individuals with known disabilities as required by law. An individual requesting an accommodation may be required to provide documentation of eligibility for the accommodation.

Part 4. Availability and Notice.

Colleges, universities, and the system office shall post notices to the public in an accessible format stating 1) prohibition against discrimination on the basis of disability, and 2) contact information for the person designated to provide information about or respond to requests for reasonable accommodation.

Part 5. Reasonable Accommodations.

Subpart A. Programs, Services, and Activities.

Colleges, universities and the system office shall make reasonable accommodations to ensure access to programs, services, and activities as required by law. Access means that a qualified individual with a disability will not be excluded from participation in or be denied the benefits of the programs, services, or activities, nor will the individual be subjected to discrimination. Reasonable accommodations may include modifications to: rules, policies, or practices; the removal of architectural, communication, or transportation barriers; provision of auxiliary aids or the provision of equally effective programs, services, or activities. In accordance with the Americans with Disabilities Act, accommodations will not be provided 1) for personal devices or services even though the individual may be a qualified individual with a disability, or 2) that result in a fundamental alteration in the nature of a service, program, or activity or in undue financial or administrative burdens.

Subpart B. Employment.

System Procedure 1B.0.1, Reasonable Accommodations in Employment, applies to accommodation requests by employees and applicants for employment.

Part 6. Offered and/or Sponsored Services or Activities for Qualified Students with Disabilities

Colleges and universities have a responsibility to provide a qualified student with a disability access to services and activities that are operated or sponsored by the institution or that receive significant assistance from the institution. Such access shall be provided in a reasonable manner as required by law. At a minimum, the following must be available to qualified students with disabilities:

1. support, counseling, and information services that may include support groups, individual counseling, career counseling and assessment, and referral services;
2. academic assistance services that may include assistive devices, early registration services, early syllabus availability, course selection, program advising, course work assistance, testing assistance and modification, and tutoring; and
3. coordination services that may include personnel acting on the student's behalf and serving as the primary contact and coordinator for students needing services, assistance in working individually with faculty and administrators, intervention procedures, and grievance procedures.

Part 7. Process.

Each college and university shall establish a process for an individual with a disability to request an accommodation to access the institution's programs, services, or activities consistent with state and federal laws. The process for individuals with disabilities to request an accommodation must, at a minimum include the following:

- a. Provide the requesting individual with a copy of Board Policy 1B.4.
- b. Assignment and identification of a staff member responsible for making a determination about the request for accommodation or the delivery of services.
- c. Provide a process for appealing a denial of a request for accommodation.

F. Minnesota State's Reasonable Accommodations in Employment System Procedure, 1B.0.1

Part 1 Purpose.

This procedure sets forth the process to be used for responding to requests for reasonable accommodations in employment based on an applicant's or employee's disability. The scope of this procedure is limited to reasonable accommodations and is not intended to fully describe other provisions of the Americans with Disabilities Act or the Minnesota Human Rights Act.

Part 2. Reasonable Accommodations in Employment.

It is the policy of Minnesota State to encourage the employment and promotion of any qualified individual including qualified individuals with disabilities. The system office, college or university will not discriminate in providing reasonable accommodations to qualified individuals with a disability in regard to job application procedures, hiring, advancement, discharge, employee compensation, job training or other terms, conditions, and privileges of employment.

Part 3. Definitions.

For purposes of this procedure, the following terms have the meaning given them.

Subpart A. Employer.

The employer is the system office, college or university.

Subpart B. Essential Functions.

Essential functions are the fundamental job duties of the position in question. The term does not include the marginal functions of the position.

1. A job function may be considered essential for any of several reasons, including but not limited to the following:

- a. The function may be essential because the reason the position exists is to perform that function;
- b. The function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or
- c. The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

1. Evidence of whether a particular function is essential includes, but is not limited to:

- a. The employer's judgment as to which functions are essential;

- b. Written job descriptions;
- c. The amount of time spent on the job performing the function;
- d. The consequences of not requiring the incumbent to perform the function;
- e. The terms of a collective bargaining agreement;
- f. The work experience of past incumbents in the job; and/or
- g. The current work experience of incumbents in similar jobs.

Subpart C. Individual with Disabilities.

An individual with a disability for the purposes of determining reasonable accommodations is any applicant, current employee, including student employees, or employees seeking promotion, who has a physical or mental impairment which substantially or materially limits one or more of such individuals major life activities. Generally, a disabling physical or mental condition which is expected to be temporary and from which the individual is expected to recover is not a disability under this procedure.

Subpart D. Qualified Individual with Disability.

A qualified individual with a disability is an individual with a disability who meets the requisite skill, education, experience and other job-related requirements of the job and who, with or without reasonable accommodation, can perform the essential functions of the job.

Subpart E. Reasonable Accommodations

A reasonable accommodation is a modification or adjustment to a job or employment practice or the work environment that enables a qualified individual with a disability to perform the essential functions of the job as identified at the time of the reasonable accommodation request and to access equal employment opportunities. Reasonable accommodations may also include those things which make a facility and its operations readily accessible to and usable by individuals with disabilities. Under the law, the employer has a responsibility to make reasonable accommodations for individuals with a disability only if the disability is known and it is not an undue hardship under Part 6, Subpart C.

Part 4. Identification of Assigned Staff Member.

The system office, and each college and university shall assign and identify a staff member responsible for administering requests for reasonable accommodations.

Part 5. Right to Representation.

In accordance with applicable collective bargaining agreement language, employees may have the right to request and receive union representation during the reasonable accommodations process.

Part 6. Providing Reasonable Accommodations.

Subpart A. Job Relatedness.

Reasonable accommodations will be provided only for job-related needs of individuals with a disability. The primary factor in evaluating an accommodation's job relatedness is whether the accommodation specifically assists the individual to perform the essential functions of the job as identified at the time of the reasonable accommodation request. If the requested accommodation is primarily for the benefit of the individual with a disability to assist that individual in daily personal activities, the employer is not required to provide the accommodation. The appropriate reasonable accommodation is best determined through a flexible, interactive process that involves both the employer and the qualified individual with a disability; it may include the appropriate union representative as provided by the applicable collective bargaining agreement.

Subpart B. Essential Functions.

The system office, college or university may deny employment or advancement in employment based on the inability of an individual with a disability to perform the essential functions of the job and may decline to make accommodations to the physical or mental needs of an employee or job applicant with a disability if:

- a. the accommodation would impose an undue hardship on the system office, college or university as provided under Subpart C.; or
- b. the individual with a disability, with or without reasonable accommodations, is not qualified to perform the essential functions of that particular job; or
- c. having the individual in the job would create a direct threat because of a significant risk to the health and safety of the individual or others and the risk cannot be eliminated by reasonable accommodation.

Subpart C. Undue Hardship

In determining whether providing a reasonable accommodation would impose an undue hardship on the employer, the factors to be considered include:

1. The nature and net cost of the accommodation needed;
2. The overall financial resources of the employer involved in the provision of the reasonable accommodation, the number of persons employed, and the effect on expenses and resources;
3. The overall financial resources of the employer, the overall size of the business of the employer with respect to the number of its employees, and the number, type and location of its facilities;

4. The type of operation or operations of the employer, including the composition, structure and functions of the workforce, and the geographic separateness and administrative or fiscal relationship of the employer in question to the covered entity; and

5. The impact of the accommodation upon the operation of the employer, including the impact on the ability of other employees to perform their duties and the impact on the employer's ability to conduct business.

Subpart D. Documentation.

Documentation of a disability is required as part of the reasonable accommodation process unless the nature and extent of the disability is already known to the employer, or as a practical matter, the requested accommodation is minimal and the employer makes modifications for its convenience, regardless of whether the employee or applicant meets the requirements for a reasonable accommodation under this procedure.

Subpart E. Choice of Accommodations.

The employer is not required to provide the specific accommodation requested by the individual and may choose an effective accommodation which is less expensive or easier to provide. Accommodations provided to the individual are the financial responsibility of the employer.

Subpart F. Request Process.

The system office, colleges and universities are responsible for establishing a process for individuals with disabilities to make requests for reasonable accommodations in compliance with the Americans with Disabilities Act or the Minnesota Human Rights Act. Such process should include the following:

1. Minnesota State policy statement and definitions;
2. Assignment and identification of a staff member responsible for administering requests for reasonable accommodations;
3. Provide a process for appealing a reasonable accommodations decision.

Part 7. Application.

Nothing in this procedure is intended to expand, diminish or alter the provisions of the Americans with Disabilities Act or the Minnesota Human Rights Act.

Request for Reasonable Accommodation Form

The Employee/Applicant Request for Americans with Disabilities Act ("ADA") Reasonable Accommodation Form shown below can be found at [Employee-Request-for-Reasonable-Accommodation.pdf \(clcmn.edu\)](https://www.clcmn.edu/Employee-Request-for-Reasonable-Accommodation.pdf)



STATE OF MINNESOTA – CENTRAL LAKES COLLEGE
EMPLOYEE/APPLICANT REQUEST FOR 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 the Central Lakes College (CLC) human resources representative, ADA Coordinator or designee, legal counsel, or any other individual who is authorized by CLC 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, Central Lakes College may refuse to provide a reasonable accommodation.

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.

a. If yes, please explain.

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

1. What, if any job function are you having difficulty performing?

2. What, if any employment benefit are you having difficulty accessing?

3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?

4. 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 college 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 authorization 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: |
|-------------------------------|-------|

Please return this form to CLC's Human Resources Director (C211, Redwood Campus, 218-435-4954).



Redwood Campus
811 N College Drive
Redwood, MN 55061
507-435-4954
507-435-4955

Stephen Campus
3033 Stephen Road
Stephen, MN 55473
774-444-4979
774-444-4980

Reasonable Accommodation Agreement

This form is to be completed by the College's ADA Compliance Officer after the reasonable accommodation decision has been made. The signatures on the bottom of this form indicate consent by the employee/applicant and the College to the specific accommodation.

| | |
|---|-----------------------|
| Name of Employee/Applicant | Name of Administrator |
| The request for reasonable accommodation to the needs of the above named employee/applicant with a disability was: | |
| <input type="checkbox"/> ACCEPTED <input type="checkbox"/> DENIED | |
| Rational for the decision (indicate specific factors considered): | |
| If reasonable accommodation was approved, was the employee's/applicant's suggestions accepted? | |
| <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> PARTIALLY | |
| RATIONAL: | |
| DESCRIBE specific accommodation(s) to be made: | |
| COST ESTIMATE: | |
| I have read the employee/applicant request for reasonable accommodation. I understand that all tangible accommodations purchased by the College will become the property of the State of Minnesota. I understand that future circumstances may cause this agreement to be changed or rescinded. | |
| Signature of Employee/Applicant | Date |
| Signature of ADA Coordinator | Date |
| Signature of Affirmative Action Officer, Director of Human Resources | Date |

Deaf and Hard of Hearing users may call Minnesota Relay Service at 7-1-1 or 1-800-627-5525.

A copy of the completed form will be attached to the purchase requisition; the original will be on file with the ADA Compliance Officer.

G. Notice Under the Americans with Disabilities Act

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), Central Lakes College will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: Central Lakes College does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: Central Lakes College will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in Central Lakes College's programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: Central Lakes College will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in Central Lakes College offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Central Lakes College, should contact the office of

Karna Kurtz, Vice President of HR and Culture, karna.kurtz@clcmn.edu or by calling 218-855-8054

Mary Sam, Dean of Students, Wellness and Equity, mary.sam@clcmn.edu or by calling 218-855-8159

Megan Bistodeau, Disability Services Coordinator, megan.bistodeau@clcmn.edu or by calling 218-855-8175

as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require Central Lakes College to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of Central Lakes College is not accessible to persons with disabilities should be directed to Mary Sam, ADA Compliance Officer, mary.sam@clcmn.edu or 218-855-8159.

Central Lakes College will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

H. Central Lakes College Grievance Procedure Under Title II of the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by Central Lakes College. The Statewide ADA Reasonable Accommodation policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Mary Sam, Dean of Students, Wellness and Equity/ADA Compliance Officer

Central Lakes College ADA Compliance Officer

501 W. College Drive, Brainerd, MN 56401

Within 15 calendar days after receipt of the complaint, Mary Sam or her designee will meet or communicate with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting or communication, Mary Sam or her designee will respond in writing, and where appropriate, in a format accessible to the complainant. The response will explain the position of Central Lakes College and offer options for substantive resolution of the complaint.

If the response by Mary Sam or her designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the College President or their designee.

Within 15 calendar days after receipt of the appeal, the College President or their designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the College President or their designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by Mary Sam or her designee, appeals to the College President or their designee, and responses from these two offices will be retained by Central Lakes College for at least three years.

A fillable form is available at <https://mn.gov/mmb-stat/equal-opportunity/ada/ada-accommodation-request-form-title-ii.pdf>.

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

A copy of the College's weather and emergency evacuation plans can be found at:

<\\Clcmn.us\stor-emp\Shared\BusinessOffice\Facilities\SECURITY\EmergencyOperationsPlan>

Central Lakes College asks everyone's help if or when a building needs to be evacuated. Students, faculty or staff on the Brainerd Campus who anticipate they could have a problem should alert the Vice Presidents about their needs. Students, faculty or staff on the Staples Campus who anticipate they could have a problem in evacuation situations should alert the Dean of the Staples Campus about their needs.

In case of a fire or building evacuation, the Brainerd/Staples Fire Department will be responsible for evacuating people within the buildings. Faculty and staff are reminded and are asked to remind students that in the event of an emergency building evacuation, anyone having a disability that prohibits them from moving down the stairwells, should move to the nearest stairwell landing, where the Brainerd/Staples Fire Department or college personnel can provide for their evacuation. The Fire Departments will be notified of their location. When students notify Accessibility Services of a mobility impairment, an individualized evacuation plan will be put in place and an evacuation team will be designated and notified of their responsibilities on behalf of the student.

Emergency evacuation procedures are also posted in the college classrooms. The Vice President of Human Resources and Culture or designee will be responsible for notification of evacuation for employees who are hearing or visually impaired. Administration housed on the institution's second floor will be responsible for assisting individuals who appear to be in need of assistance down stairwells. Administrators/plan maintenance staff will be responsible for notifying the Fire Department of those in need of assistance and their locations.

Evacuation Options:

Individuals with disabilities have four basic 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 buildings;
- **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 or 9-911 from an on campus phone 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:** Anyone having disabilities that prohibits them from moving down the stairwells should move to the nearest stairwell landings where the Brainerd/Staples Fire Department or college personnel can provide assistance for their evacuation. At the Brainerd Campus, an emergency evacuation chair is located on the second floor in the stairwell leading to Door 25 exit (West end of the campus). At the Staples Campus, an emergency evacuation chair is located on the second floor, adjacent to the Business Office/Deans Office.

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 College contact(s) below to request the type of assistance they may need.

For more information on evacuation procedures, please contact:

Karna Kurtz, Vice President of Human Resources and Culture, karna.kurtz@clcmn.edu, 218-855-8054

Mary Sam, Dean of Students, Wellness and Equity/ADA Compliance Officer, mary.sam@clcmn.edu, 218-855-8159

Megan Bistodeau, Accessibility Services Coordinator, megan.bistodeau@clcmn.edu, 218-855-8175

Joy Larson, Director of Security, joy.larson@clcmn.edu, 218-855-8143

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 ("PMDs")):** 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 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 College'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 College'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.

Appendices

Appendix A: Progress Report

Data Ranges Dates: 4/1/2020-03/31/2022

Females (note: Promo = promotion)

| Job Category | Prior AAP Total Employee # | Prior AAP Total Females # | Prior AAP Total Females % | Prior AAP Availa- bility Female % | Total Hires & Promo # | Total Hired # | Male Hired # | Females Hired # | Un- known Hired # | Females Hired % | Total Promo # | Male Promo # | Females Promo # | Un- known Promo # | Female Promo % | Actual Female Hiring (%) | Female Had Goals in Prior AAP? | Female Goal Met? |
|---------------------------------|--|---------------------------------------|------------------------------------|---|--------------------------------|---------------------|--------------------|-----------------------|----------------------------|-----------------------|---------------------|--------------------|-----------------------|----------------------------|----------------------|-----------------------------------|--|---------------------|
| Officials and Administrators | 11 | <10 | **.***% | **.***% | 11 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Professionals | 68 | 45 | 66.18% | 44.96% | 21 | 16 | <10 | 13 | <10 | 81.25% | <10 | <10 | <10 | <10 | **.***% | 76.19% | - | - |
| Technicians | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Paraprofessionals | 11 | <10 | **.***% | **.***% | 10 | 10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Administrative Support | 27 | 25 | 92.59% | 49.16% | 10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Skilled Craft | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Service Maintenance | 13 | <10 | **.***% | **.***% | 18 | 17 | 12 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Temporary | 44 | 18 | 40.91% | 36.96% | 35 | 35 | 20 | 15 | <10 | 42.86% | <10 | <10 | <10 | <10 | **.***% | 42.86% | - | - |
| Faculty – Probationary | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Unlimited | 77 | 34 | 44.16% | 34.69% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |

| | | | | | | | | | | | | | | | | | | |
|-------|-----|-----|--------|-------|-----|----|----|----|-----|--------|----|-----|----|-----|--------|-------|-------|-------|
| Total | 262 | 145 | 55.34% | blank | 111 | 94 | 45 | 47 | <10 | 50.00% | 17 | <10 | 11 | <10 | 64.71% | blank | blank | blank |
|-------|-----|-----|--------|-------|-----|----|----|----|-----|--------|----|-----|----|-----|--------|-------|-------|-------|

Racial/Ethnic Minorities (note: Promo = promotion; Mino = Racial/Ethnic Minorities)

| Job Category | Prior AAP Total Employee # | Prior AAP Total Mino # | Prior AAP Total Mino % | Prior AAP Availa- bility Mino % | Total Hires & Promo # | Total Hired # | Non- Mino Hired # | Mino Hired # | Un- known Hired # | Mino Hired % | Total Promo # | Non- Mino Promo # | Mino Promo # | Un- known Promo # | Mino Promo % | Actual Mino Hiring (%) | Mino Had Goals in Prior AAP? | Mino Goal Met? |
|---------------------------------|--|------------------------------------|---------------------------------|---|--------------------------------|---------------------|----------------------------|--------------------|----------------------------|--------------------|---------------------|----------------------------|--------------------|----------------------------|--------------------|---------------------------------|--|-------------------|
| Officials and Administrators | 11 | <10 | **.***% | **.***% | 11 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Professionals | 68 | <10 | **.***% | **.***% | 21 | 16 | 15 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Technicians | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Paraprofessionals | 11 | <10 | **.***% | **.***% | 10 | 10 | 10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Administrative Support | 27 | <10 | **.***% | **.***% | 10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Skilled Craft | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Service Maintenance | 13 | <10 | **.***% | **.***% | 18 | 17 | 15 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Temporary | 44 | <10 | **.***% | **.***% | 35 | 35 | 32 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Probationary | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Unlimited | 77 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Total | 262 | 19 | 7.25% | blank | 111 | 94 | 84 | <10 | <10 | **.***% | 17 | 16 | <10 | <10 | **.***% | blank | blank | blank |

Individuals with Disabilities (note: Promo = promotion; IwD = Individuals with disabilities)

| Job Category | Prior AAP Total Employee # | Prior AAP Total IwD # | Prior AAP Total IwD % | Prior AAP Availability IwD % | Total Hires & Promo # | Total Hired # | IwD Hired # | Non-IwD Hired # | Unknown Hired # | IwD Hired % | Total Promo # | Non-IwD Promo # | IwD Promo # | Unknown Promo # | IwD Promo % | Actual IwD Hiring (%) | IwD Had Goals in Prior AAP? | IwD Goal Met? |
|------------------------------|----------------------------|-----------------------|-----------------------|------------------------------|-----------------------|---------------|-------------|-----------------|-----------------|-------------|---------------|-----------------|-------------|-----------------|-------------|-----------------------|-----------------------------|---------------|
| Officials and Administrators | 11 | <10 | ***% | ***% | 11 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Professionals | 68 | <10 | ***% | ***% | 21 | 16 | 15 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Technicians | <10 | <10 | ***% | ***% | <10 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Paraprofessionals | 11 | <10 | ***% | ***% | 10 | 10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Administrative Support | 27 | <10 | ***% | ***% | 10 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Skilled Craft | <10 | <10 | ***% | ***% | <10 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Service Maintenance | 13 | <10 | ***% | ***% | 18 | 17 | 17 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Faculty – Temporary | 44 | <10 | ***% | ***% | 35 | 35 | 35 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Faculty – Probationary | <10 | <10 | ***% | ***% | <10 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Faculty – Unlimited | 77 | <10 | ***% | ***% | <10 | <10 | <10 | <10 | <10 | ***% | <10 | <10 | <10 | <10 | ***% | ***% | - | - |
| Total | 262 | 14 | 5.34% | blank | 111 | 94 | 91 | <10 | <10 | ***% | 17 | 16 | <10 | <10 | ***% | blank | blank | blank |

Veterans (note: Promo = promotion; VET = Veterans)

| Job Category | Prior AAP Total Employee # | Prior AAP Total VET # | Prior AAP Total VET % | Prior AAP Availa- bility VET % | Total Hires & Promo # | Total Hired # | VET Hired # | Non- VET Hired # | Un- known Hired # | VET Hired % | Total Promo # | Non- VET Promo # | VET Promo # | Un- known Promo # | VET Promo % | Actual VET Hiring (%) | VET Had Goals in Prior AAP? | VET Goal Met? |
|---------------------------------|--|-----------------------------------|--------------------------------|--|--------------------------------|---------------------|-------------------|---------------------------|----------------------------|-------------------|---------------------|---------------------------|-------------------|----------------------------|-------------------|-----------------------------|---|------------------|
| Officials and Administrators | 11 | <10 | **.***% | **.***% | 11 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Professionals | 68 | <10 | **.***% | **.***% | 21 | 16 | 11 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | Yes | No |
| Technicians | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Paraprofessionals | 11 | <10 | **.***% | **.***% | 10 | 10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Administrative Support | 27 | <10 | **.***% | **.***% | 10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Skilled Craft | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Service Maintenance | 13 | <10 | **.***% | **.***% | 18 | 17 | <10 | <10 | 11 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Temporary | 44 | <10 | **.***% | **.***% | 35 | 35 | 12 | <10 | 23 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Probationary | <10 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | - | - |
| Faculty – Unlimited | 77 | <10 | **.***% | **.***% | <10 | <10 | <10 | <10 | <10 | **.***% | <10 | <10 | <10 | <10 | **.***% | **.***% | Yes | No |
| Total | 262 | <10 | **.***% | blank | 111 | 94 | 43 | <10 | 50 | **.***% | 17 | 11 | <10 | <10 | **.***% | blank | blank | blank |

Appendix B: Separation Analysis

Data Range Dates: 04/01/2020-03/31/2022

Sep Type 1: The percentages by protected group within a separation type (the denominator is the total number of the separation type).

Sep Type 2: The percentages by separation Type within a protected group (the denominator is the total number of the protected group).

Total Separations (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ lwd % within Sep Type | Sep Type ² Sep Type % within Total lwd Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|------------------------|---|---|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | **.*%* | 0.00% | 0.00% | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 21.74% | 66.67% | 24.39% | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 18.84% | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* |
| Termination | 49.28% | 58.82% | 48.78% | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | 100.00% | 59.42% | 100.00% | 14.49% | 100.00% | **.*%* | **.*%* | **.*%* | **.*%* |

Officials and Administrators (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|---|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |

Professionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|---|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | **.*%* | **.*%* | 0.00% | 0.00% |
| Termination | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | 100.00% | 68.75% | 100.00% | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% |

Technicians (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | **.**% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.**% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Paraprofessionals (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Administrative Support (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |

Skilled Craft (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|---|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Service Maintenance (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ lwd % within Sep Type | Sep Type ² Sep Type % within Total lwd Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | 73.33% | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | 100.00% | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |

Faculty – Temporary (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ lwd % within Sep Type | Sep Type ² Sep Type % within Total lwd Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|--|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | **.*%* | **.*%* |
| Termination | 52.63% | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | 100.00% | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | **.*%* | **.*%* |

Faculty – Probationary (note: Sep = Separation; Minority = Racial/Ethnic Minority; lwd = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ lwd % within Sep Type | Sep Type ² Sep Type % within Total lwd Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|---|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | **.**%* | **.**%* | **.**%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.**%* | **.**%* | **.**%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

Faculty – Unlimited (note: Sep = Separation; Minority = Racial/Ethnic Minority; IwD = Individuals with Disabilities; VET = Veterans)

| Separation Type | Total % by Sep Type | Sep Type ¹ Female % within Sep Type | Sep Type ² Sep Type % within Total Female Sep | Sep Type ¹ Minority % within Sep Type | Sep Type ² Sep Type % within Total Minority Sep | Sep Type ¹ IwD % within Sep Type | Sep Type ² Sep Type % within Total IwD Sep | Sep Type ¹ VET % within Sep Type | Sep Type ² Sep Type % within Total VET Sep |
|---------------------------|---------------------------|---|--|---|--|--|--|--|---|
| Death | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Dismissal | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Early/Enhanced Retirement | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Lay Off | **.*%* | 0.00% | 0.00% | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |
| Non-Renewal/Non-Cert | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Reduction of Workforce | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Resignation | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Retirement | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Termination | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Transfer | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Total Separations | **.*%* | **.*%* | **.*%* | **.*%* | **.*%* | 0.00% | 0.00% | 0.00% | 0.00% |

Appendix C: Job Category Analysis

Data as of: 04/01/2022

Officials and Administrators (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|---------------|
| 007853 | MnSCU Admin-3 |
| 007855 | MnSCU Admin-5 |
| 007856 | MnSCU Admin-6 |
| 007858 | MnSCU Admin-8 |
| 007859 | MnSCU Admin-9 |

Professionals (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|------------------------------|
| 000004 | Accounting Officer |
| 000006 | Management Analyst 1 |
| 000498 | Human Resources Specialist 1 |
| 000604 | Research Analyst |
| 000607 | Research Scientist 1 |
| 000633 | Accounting Officer Senior |
| 000647 | Information Officer 2 |
| 000677 | Social Worker |
| 000774 | Accounting Technician |
| 000776 | Physical Plan Director |
| 001314 | Information Officer 1 |

| Job Code | Job Title |
|-----------------|---------------------------------|
| 001399 | Safety & Health Officer 1 |
| 001400 | Safety & Health Officer 2 |
| 001423 | Human Resources Specialist 2 |
| 001500 | Accounting Supervisor Princ |
| 001514 | College Laboratory Srvc Spec |
| 001528 | Management Analyst 2 |
| 002251 | Research Analyst Intermediate |
| 003220 | Mgmt Info Systems Supv 2 |
| 003279 | University Security Coordinator |
| 003583 | Information Technology Spec 1 |
| 003584 | Information Technology Spec 2 |
| 003585 | Information Technology Spec 3 |
| 003586 | Information Technology Spec 4 |
| 003606 | State Prog Admin Senior |
| 003607 | State Prog Admin Principal |
| 003609 | State Prog Admin Director |
| 007012 | MnSCU Academic Professional 1 |
| 007013 | MnSCU Academic Professional 3 |
| 007020 | MnSCU Academic Supervisor 1 |
| 007022 | MnSCU Academic Professional 2 |
| 007024 | MnSCU Academic Professional 4 |
| 007847 | MnSCU Academic Supervisor 3 |

Technicians (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|----------------------------|
| 000099 | Audio Visual Educ Spec |
| 001021 | Theatre Technician |
| 003709 | State Prog Admin Tech Spec |

Paraprofessionals (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|--------------------------------|
| 000865 | College Laboratory Assistant 1 |
| 002632 | College Laboratory Assistant 2 |

Administrative Support (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|--------------------------------|
| 000148 | Cashier |
| 000632 | Account Clerk Senior |
| 003455 | College Bookstore Coord Sr |
| 003627 | Office & Admin Special |
| 003628 | Office & Admin Special Interme |
| 003629 | Office & Admin Special Senior |

| Job Code | Job Title |
|----------|-------------------------------|
| 003630 | Office & Admin Special Prin |
| 003632 | Central Svcs Admin Spec Inter |
| 003635 | Customer Svc Special |
| 003636 | Customer Svc Special Intermed |
| 003637 | Customer Svc Special Senior |

Skilled Craft (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|--------------------------------|
| 002270 | Building Maintenance Lead Wrkr |

Service Maintenance (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|----------------------------|
| 001357 | General Repair Worker |
| 001599 | Groundskeeper Inter |
| 001725 | General Maintenance Worker |

Faculty - Temporary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|---------------------------|
| 007018 | Community College Faculty |
| 007845 | Technical College Faculty |

Faculty - Probationary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|---------------------------|
| 007018 | Community College Faculty |
| 007845 | Technical College Faculty |

Faculty - Unlimited (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | Job Title |
|----------|---------------------------|
| 007018 | Community College Faculty |
| 007845 | Technical College Faculty |

Appendix D: Feeder Jobs

Data as of: 04/01/2022

Officials and Administrators (note: Minority = Racial/Ethnic minority; IwD = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted IwD % | Weighted VET % |
|----------|--------------------------|-------------------------------|-------------------|---------------------|----------------|----------------|
| 001500 | Professionals | Accounting Supervisor Princ | 0.00% | 0.00% | 0.00% | 0.65% |
| 003220 | Professionals | Mgmt Info Systems Supv 2 | 0.00% | 0.00% | 0.00% | 0.00% |
| 003586 | Professionals | Information Technology Spec 4 | 0.00% | 0.00% | 0.00% | 0.00% |
| 003606 | Professionals | State Prog Admin Senior | 0.00% | 0.00% | 0.00% | 0.00% |
| 007013 | Professionals | MnSCU Academic Professional 3 | 2.58% | 0.00% | 0.65% | 0.00% |
| 007018 | Faculty | Community College Faculty | 28.39% | 3.23% | 2.58% | 0.65% |
| 007020 | Professionals | MnSCU Academic Supervisor 1 | 1.29% | 0.65% | 0.00% | 0.00% |
| 007024 | Professionals | MnSCU Academic Professional 4 | 0.65% | 0.00% | 0.00% | 0.00% |
| 007845 | Faculty | Technical College Faculty | 9.68% | 1.29% | 1.94% | 1.94% |
| 007847 | Professionals | MnSCU Academic Supervisor 3 | 0.00% | 0.65% | 0.00% | 0.00% |
| 007853 | Officials/Administrators | MnSCU Admin-3 | 0.65% | 0.00% | 0.00% | 0.00% |
| 007855 | Officials/Administrators | MnSCU Admin-5 | 0.65% | 0.65% | 0.00% | 0.00% |
| 007856 | Officials/Administrators | MnSCU Admin-6 | 1.94% | 0.00% | 0.00% | 0.00% |
| 007858 | Officials/Administrators | MnSCU Admin-8 | 0.65% | 0.00% | 0.00% | 0.00% |
| 007859 | Officials/Administrators | MnSCU Admin-9 | 0.65% | 0.00% | 0.65% | 0.00% |
| Total | | | 47.10% | 6.45% | 5.81% | 3.23% |

Professionals (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|--------------------|---------------------------------|-------------------|---------------------|----------------|----------------|
| 000004 | Professionals | Accounting Officer | 1.28% | 0.00% | 0.00% | 0.00% |
| 000006 | Professionals | Management Analyst 1 | 1.28% | 0.00% | 0.00% | 0.00% |
| 000498 | Professionals | Human Resources Specialist 1 | 1.28% | 0.00% | 0.00% | 0.00% |
| 000604 | Professionals | Research Analyst | 0.00% | 0.00% | 0.00% | 0.00% |
| 000607 | Professionals | Research Scientist 1 | 0.00% | 0.00% | 0.00% | 0.00% |
| 000633 | Professionals | Accounting Officer Senior | 1.28% | 0.00% | 0.00% | 0.00% |
| 000647 | Professionals | Information Officer 2 | 1.28% | 0.00% | 0.00% | 0.00% |
| 000677 | Professionals | Social Worker | 1.28% | 0.00% | 0.00% | 0.00% |
| 000774 | Professionals | Accounting Technician | 3.85% | 0.00% | 1.28% | 0.00% |
| 000776 | Professionals | Physical Plan Director | 0.00% | 0.00% | 1.28% | 0.00% |
| 000865 | Para-Professionals | College Laboratory Assistant 1 | 5.13% | 0.00% | 1.28% | 0.00% |
| 001314 | Professionals | Information Officer 1 | 1.28% | 0.00% | 0.00% | 0.00% |
| 001399 | Professionals | Safety & Health Officer 1 | 0.00% | 0.00% | 0.00% | 0.00% |
| 001400 | Professionals | Safety & Health Officer 2 | 0.00% | 0.00% | 0.00% | 1.28% |
| 001423 | Professionals | Human Resources Specialist 2 | 1.28% | 0.00% | 0.00% | 0.00% |
| 001514 | Professionals | College Laboratory Srvc Spec | 1.28% | 0.00% | 0.00% | 0.00% |
| 001528 | Professionals | Management Analyst 2 | 1.28% | 0.00% | 0.00% | 0.00% |
| 002251 | Professionals | Research Analyst Intermediate | 1.28% | 0.00% | 0.00% | 0.00% |
| 002632 | Para-Professionals | College Laboratory Assistant 2 | 1.28% | 0.00% | 0.00% | 0.00% |
| 003279 | Professionals | University Security Coordinator | 1.28% | 0.00% | 0.00% | 0.00% |
| 003583 | Professionals | Information Technology Spec 1 | 1.28% | 0.00% | 0.00% | 0.00% |
| 003584 | Professionals | Information Technology Spec 2 | 2.56% | 0.00% | 0.00% | 1.28% |

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|---------------|-------------------------------|-------------------|---------------------|----------------|----------------|
| 003585 | Professionals | Information Technology Spec 3 | 1.28% | 0.00% | 0.00% | 0.00% |
| 003586 | Professionals | Information Technology Spec 4 | 0.00% | 0.00% | 0.00% | 0.00% |
| 003606 | Professionals | State Prog Admin Senior | 0.00% | 0.00% | 0.00% | 0.00% |
| 003607 | Professionals | State Prog Admin Principal | 0.00% | 0.00% | 0.00% | 0.00% |
| 003609 | Professionals | State Prog Admin Director | 1.28% | 0.00% | 0.00% | 0.00% |
| 003709 | Technicians | State Prog Admin Tech Spec | 1.28% | 0.00% | 0.00% | 0.00% |
| 007012 | Professionals | MnSCU Academic Professional 1 | 16.67% | 2.56% | 0.00% | 0.00% |
| 007013 | Professionals | MnSCU Academic Professional 3 | 5.13% | 0.00% | 1.28% | 0.00% |
| 007020 | Professionals | MnSCU Academic Supervisor 1 | 2.56% | 1.28% | 0.00% | 0.00% |
| 007022 | Professionals | MnSCU Academic Professional 2 | 10.26% | 0.00% | 1.28% | 0.00% |
| 007024 | Professionals | MnSCU Academic Professional 4 | 1.28% | 0.00% | 0.00% | 0.00% |
| Total | | | 69.23% | 3.85% | 6.41% | 2.56% |

Technicians (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|--------------------|--------------------------------|-------------------|---------------------|----------------|----------------|
| 000099 | Technicians | Audio Visual Educ Spec | 0.00% | 0.00% | 0.00% | 0.00% |
| 000148 | Office/Clerical | Cashier | 0.00% | 0.00% | 0.00% | 0.00% |
| 000632 | Office/Clerical | Account Clerk Senior | 7.50% | 0.00% | 0.00% | 0.00% |
| 000774 | Professionals | Accounting Technician | 7.50% | 0.00% | 2.50% | 0.00% |
| 000865 | Para-Professionals | College Laboratory Assistant 1 | 10.00% | 0.00% | 2.50% | 0.00% |

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|--------------------|--------------------------------|-------------------|---------------------|----------------|----------------|
| 001021 | Technicians | Theatre Technician | 0.00% | 0.00% | 2.50% | 2.50% |
| 002632 | Para-Professionals | College Laboratory Assistant 2 | 2.50% | 0.00% | 0.00% | 0.00% |
| 003627 | Office/Clerical | Office & Admin Special | 2.50% | 0.00% | 0.00% | 0.00% |
| 003628 | Office/Clerical | Office & Admin Special Interme | 10.00% | 0.00% | 2.50% | 0.00% |
| 003629 | Office/Clerical | Office & Admin Special Senior | 10.00% | 2.50% | 0.00% | 0.00% |
| 003630 | Office/Clerical | Office & Admin Special Prin | 5.00% | 0.00% | 0.00% | 0.00% |
| 003632 | Office/Clerical | Central Svcs Admin Spec Inter | 0.00% | 0.00% | 0.00% | 2.50% |
| 003635 | Office/Clerical | Customer Svc Special | 2.50% | 2.50% | 0.00% | 0.00% |
| 003636 | Office/Clerical | Customer Svc Special Intermed | 2.50% | 0.00% | 0.00% | 0.00% |
| 003637 | Office/Clerical | Customer Svc Special Senior | 7.50% | 0.00% | 0.00% | 0.00% |
| 003709 | Technicians | State Prog Admin Tech Spec | 2.50% | 0.00% | 0.00% | 0.00% |
| Total | | | 70.00% | 5.00% | 10.00% | 5.00% |

Paraprofessionals (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|--------------------|--------------------------------|-------------------|---------------------|----------------|----------------|
| 000148 | Office/Clerical | Cashier | 0.00% | 0.00% | 0.00% | 0.00% |
| 000865 | Para-Professionals | College Laboratory Assistant 1 | 13.79% | 0.00% | 3.45% | 0.00% |
| 003627 | Office/Clerical | Office & Admin Special | 3.45% | 0.00% | 0.00% | 0.00% |
| 003628 | Office/Clerical | Office & Admin Special Interme | 13.79% | 0.00% | 3.45% | 0.00% |
| 003629 | Office/Clerical | Office & Admin Special Senior | 13.79% | 3.45% | 0.00% | 0.00% |
| 003630 | Office/Clerical | Office & Admin Special Prin | 6.90% | 0.00% | 0.00% | 0.00% |
| 003632 | Office/Clerical | Central Svcs Admin Spec Inter | 0.00% | 0.00% | 0.00% | 3.45% |
| 003635 | Office/Clerical | Customer Svc Special | 3.45% | 3.45% | 0.00% | 0.00% |
| 003636 | Office/Clerical | Customer Svc Special Intermed | 3.45% | 0.00% | 0.00% | 0.00% |
| 003637 | Office/Clerical | Customer Svc Special Senior | 10.34% | 0.00% | 0.00% | 0.00% |
| Total | | | 68.97% | 6.90% | 6.90% | 3.45% |

Administrative Support (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|---------------------|--------------------------------|-------------------|---------------------|----------------|----------------|
| 000148 | Office/Clerical | Cashier | 0.00% | 0.00% | 0.00% | 0.00% |
| 000632 | Office/Clerical | Account Clerk Senior | 8.11% | 0.00% | 0.00% | 0.00% |
| 001725 | Service Maintenance | General Maintenance Worker | 5.41% | 2.70% | 0.00% | 0.00% |
| 003455 | Office/Clerical | College Bookstore Coord Sr | 5.41% | 0.00% | 0.00% | 0.00% |
| 003627 | Office/Clerical | Office & Admin Special | 2.70% | 0.00% | 0.00% | 0.00% |
| 003628 | Office/Clerical | Office & Admin Special Interme | 10.81% | 0.00% | 2.70% | 0.00% |

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|-----------------|-------------------------------|-------------------|---------------------|----------------|----------------|
| 003629 | Office/Clerical | Office & Admin Special Senior | 10.81% | 2.70% | 0.00% | 0.00% |
| 003630 | Office/Clerical | Office & Admin Special Prin | 5.41% | 0.00% | 0.00% | 0.00% |
| 003632 | Office/Clerical | Central Svcs Admin Spec Inter | 0.00% | 0.00% | 0.00% | 2.70% |
| 003635 | Office/Clerical | Customer Svc Special | 2.70% | 2.70% | 0.00% | 0.00% |
| 003636 | Office/Clerical | Customer Svc Special Intermed | 2.70% | 0.00% | 0.00% | 0.00% |
| 003637 | Office/Clerical | Customer Svc Special Senior | 8.11% | 0.00% | 0.00% | 0.00% |
| Total | | | 62.16% | 8.11% | 2.70% | 2.70% |

Skilled Craft (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted VET % |
|----------|---------------------|--------------------------------|-------------------|---------------------|----------------|----------------|
| 001357 | Service Maintenance | General Repair Worker | 0.00% | 0.00% | 0.00% | 0.00% |
| 001599 | Service Maintenance | Groundskeeper Inter | 0.00% | 0.00% | 0.00% | 0.00% |
| 001725 | Service Maintenance | General Maintenance Worker | 13.33% | 6.67% | 0.00% | 0.00% |
| 002270 | Skilled Craft | Building Maintenance Lead Wrkr | 0.00% | 0.00% | 0.00% | 0.00% |
| Total | | | 13.33% | 6.67% | 0.00% | 0.00% |

Service Maintenance (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted lwd % |
|----------|---------------------|----------------------------|-------------------|---------------------|----------------|----------------|
| 001357 | Service Maintenance | General Repair Worker | 0.00% | 0.00% | 0.00% | 0.00% |
| 001599 | Service Maintenance | Groundskeeper Inter | 0.00% | 0.00% | 0.00% | 0.00% |
| 001725 | Service Maintenance | General Maintenance Worker | 15.38% | 7.69% | 0.00% | 0.00% |
| Total | | | 15.38% | 7.69% | 0.00% | 0.00% |

Faculty - Temporary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted lwd % |
|----------|--------------------|---------------------------|-------------------|---------------------|----------------|----------------|
| 007018 | Faculty: Temporary | Community College Faculty | 36.96% | 4.35% | 4.35% | 2.17% |
| 007845 | Faculty: Temporary | Technical College Faculty | 10.87% | 2.17% | 4.35% | 4.35% |
| Total | | | 47.83% | 6.52% | 8.70% | 6.52% |

Faculty - Probationary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted lwd % |
|----------|--------------------|---------------------------|-------------------|---------------------|----------------|----------------|
| 007018 | Faculty: Temporary | Community College Faculty | 36.96% | 4.35% | 4.35% | 2.17% |
| 007845 | Faculty: Temporary | Technical College Faculty | 10.87% | 2.17% | 4.35% | 4.35% |
| Total | | | 47.83% | 6.52% | 8.70% | 6.52% |

Faculty - Unlimited (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Job Code | EEO Category | Job Title | Weighted Female % | Weighted Minority % | Weighted lwd % | Weighted lwd % |
|----------|-----------------------|---------------------------|-------------------|---------------------|----------------|----------------|
| 007018 | Faculty: Probationary | Community College Faculty | 44.44% | 11.11% | 0.00% | 0.00% |
| 007845 | Faculty: Probationary | Technical College Faculty | 22.22% | 0.00% | 0.00% | 0.00% |
| Total | | | 66.67% | 11.11% | 0.00% | 0.00% |

Appendix E: Determining Availability

Minn. Stat. § 43A.19 (b)(1)-(2); Minnesota Administrative Rules, Part 3905.0600(3), (5) *Minority = Racial/ethnic minorities; **Indiv. w Disabl = Individuals with disabilities

To review raw statistics of Census Occupation Code (COC) and COC titles, Agencies - <https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/recruitment-and-retention/equal-opportunity/affirmative-action/resources.jsp>; Minnesota State - <https://mn.gov/mmb/employee-relations/equal-opportunity/affirmative-action/>

Officials and Administrators (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics VET | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics VET | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|----------------------|----------------------------|------------------------------|-------------------------|-------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 70.00% | 44.71% | 25.65% | 4.67% | 6.34% | 24.59% | 14.11% | 2.57% | 3.49% | The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix G for definition. COC and COC Title: See Appendix H for list of titles used for each EEO Category. | Turnover in this group has increased due to voluntary separations in the last Plan year. It is anticipated the majority of our applicant pool would come from external hiring. The College strives to create internal development opportunities for professionals and faculty for consideration of vacancies in this job category |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 30.00% | 47.10% | 6.45% | 5.81% | 3.23% | 21.19% | 2.90% | 2.61% | 1.45% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 45.79% | 17.01% | 5.18% | 4.94% | | |

Professionals (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|--|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|---|---|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 75.00% | 61.55% | 4.06% | 6.50% | 4.03% | 15.39% | 1.01% | 1.62% | 1.01% | The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. | Applicant pools for positions in the professional category are generally external to increase diversity in the feeder positions for upward mobility. There is evidence that during the Plan period the College increased |

| | | | | | | | | | | | |
|---|---------|--------|-------|-------|-------|----------------------|---------------|--------------|--------------|--|--|
| | | | | | | | | | | COC and COC Title: See Appendix B for list of titles used for each EEO Category. | promotion of females in this job category. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 25.00% | 69.23% | 3.85% | 6.41% | 2.56% | 51.92% | 2.88% | 4.81% | 1.92% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | | Final Avail % | 67.31% | 3.90% | 6.43% | 2.93% | |

Technicians (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 80.00% | 64.78% | 2.86% | 3.80% | 4.73% | 38.87% | 1.71% | 2.28% | 2.84% | The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | This is a very small job category with limited opportunities to hire. The College experienced one vacancy following a voluntary termination. The internal applicant declined due to lack of monetary incentive for movement. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 20.00% | 70.00% | 5.00% | 10.00% | 5.00% | 28.00% | 2.00% | 4.00% | 2.00% | Employee workforce for the job groups that constitute feeders to this job group. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 66.87% | 3.71% | 6.28% | 4.84% | | |

Paraprofessionals (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 90.00% | 65.86% | 2.15% | 5.84% | 4.96% | 39.52% | 1.29% | 3.50% | 2.98% | The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | All vacancies in this job category were filled through external hiring. The College needs to review opportunities for promotional movement into this job category as there was no internal opportunities for promotion in the last Plan years. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 10.00% | 68.97% | 6.90% | 6.90% | 3.45% | 27.59% | 2.76% | 2.76% | 1.38% | Employee workforce for the job classifications that constitute feeders to this job category. | |

| | | | | | | | |
|---|---------|--|---------------|--------|-------|-------|-------|
| The value of weight must equal to 100.00% → | 100.00% | | Final Avail % | 67.10% | 4.05% | 6.26% | 4.36% |
|---|---------|--|---------------|--------|-------|-------|-------|

Administrative Support (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|---|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 80.00% | 60.01% | 5.29% | 9.06% | 4.77% | 36.00% | 3.17% | 5.44% | 2.86% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | Most of the hiring in this job category is external. Recruitment is online through the State of Minnesota and is accessible to a statewide pool of applicants. There has been limited promotional activity in this job category. If there are vacancies, contract language must be followed regarding the filling of internal vacancies. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 20.00% | 62.16% | 8.11% | 2.70% | 2.70% | 24.86% | 3.24% | 1.08% | 1.08% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 60.87% | 6.42% | 6.52% | 3.94% | | |

Skilled Craft (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 80.00% | 7.10% | 3.70% | 7.41% | 8.53% | 5.68% | 2.96% | 5.93% | 6.83% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | There are very few employees in this job category with very little opportunity for turnover. If there is a vacancy, the College would advertise state-wide. In most cases, there are licensure, certifications needed for positions in skilled craft. Promotional opportunities could be limited. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 20.00% | 13.33% | 6.67% | 0.00% | 0.00% | 2.67% | 1.33% | 0.00% | 0.00% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 8.34% | 4.30% | 5.93% | 6.83% | | |

Service Maintenance (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|--|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 90.00% | 33.53% | 4.37% | 10.16% | 8.42% | 30.17% | 3.94% | 9.14% | 7.58% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | The majority of positions in this job category require external recruitment. There is a lack of feeder positions for these vacancies. The internal pool for these positions in service maintenance would be temporary employees who are hired into permanent positions. |

| | | | | | | | | | | | |
|---|---------|--------|-------|-------|----------------------|---------------|--------------|--------------|--------------|--|--|
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 10.00% | 15.38% | 7.69% | 0.00% | 0.00% | 1.54% | 0.77% | 0.00% | 0.00% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 31.71% | 4.70% | 9.14% | 7.58% | | |

Faculty - Temporary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|--|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 90.00% | 46.37% | 3.09% | 6.63% | 5.99% | 41.73% | 2.78% | 5.96% | 5.39% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | This is the first AA Plan to include temporary faculty as a job category for tracking purposes. Recruitment varies due to instruction modality, i.e., on-line vs in-person. Internal recruitment could come from adjunct faculty for some faculty vacancies. There are a few occasions where internal employees may teach on a temporary basis. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 10.00% | 47.83% | 6.52% | 8.70% | 6.52% | 4.78% | 0.65% | 0.87% | 0.65% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 46.52% | 3.43% | 6.83% | 6.04% | | |

Faculty – Probationary (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|--|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|---|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 95.00% | 46.62% | 33.56% | 5.63% | 5.83% | 44.29% | 31.88% | 5.34% | 5.54% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | The data shows that all hiring of probationary faculty during the current Plan years are external hires. Recruitment for probationary and unlimited faculty cannot be separated as faculty are hired into probationary positions and become unlimited after serving three years unless non-renewed. Internal recruitment may come from adjunct or temporary faculty and may include transfers from other Minnesota State institutions. |

Faculty – Unlimited (note: Minority = Racial/Ethnic minority; lwd = Individuals with Disabilities; VET = Veterans)

| Factor | Weight Ratio | Raw Statistics Female | Raw Statistics Minority | Raw Statistics lwd | Raw Statistics Veterans | Weighted Statistics Female | Weighted Statistics Minority | Weighted Statistics lwd | Weighted Statistics Veterans | Source of Statistics | Reasons for External and Internal Weight Ratio |
|---|--------------|-----------------------|-------------------------|--------------------|-------------------------|----------------------------|------------------------------|-------------------------|------------------------------|--|---|
| 1: External - Percentage of females, racial/ethnic minorities, or individuals with disabilities with requisite skills in the reasonable recruitment area. | 70.00% | 46.62% | 33.56% | 5.63% | 5.83% | 32.64% | 23.49% | 3.94% | 4.08% | The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Region: See header row for region, and reference Appendix A for definition. COC and COC Title: See Appendix B for list of titles used for each EEO Category. | The College recruits nationally for vacant faculty positions. The advertising sources are mainly online and are accessible to anyone. Advertising sources will vary based on the needs of technical programs. Current temporary faculty may apply for unlimited positions if they meet the minimum qualifications for the credential field. This happens mainly in liberal arts. |
| 2: Internal - Percentage of females, racial/ethnic minorities, or individuals with disabilities among those promotable, transferable, and trainable with your College. | 30.00% | 66.67% | 11.11% | 0.00% | 0.00% | 20.00% | 3.33% | 0.00% | 0.00% | Employee workforce for the job classifications that constitute feeders to this job category. | |
| The value of weight must equal to 100.00% → | 100.00% | | | | Final Avail % | 52.64% | 26.83% | 3.94% | 4.08% | | |

Appendix F: Utilization-Goal Analysis

Comparing Incumbency to Availability, Establishing Placement Goals, and Timetable
Minnesota Administrative Rules, Part 3905.0600(4), (5), and (6).

Placement Goals are established based on the whole person rule (i.e., a goal is set when availability exceeds employment by at least one whole person).

Female

| Job Categories | Total Number of Employee in Job Category | Total Number of Female Employee in the Job Category | % of Female Employee in the Job Category | Female Availability % | Female Establish Goals? | If Yes, Goals for FY 2022-2024 |
|------------------------------|--|---|--|-----------------------|-------------------------|--------------------------------|
| Officials and Administrators | 11 | <10 | **.**% | 45.79% | | |
| Professionals | 71 | 48 | 67.61% | 67.31% | Monitor | |
| Technicians | <10 | <10 | **.**% | 66.87% | Yes | 66.87% |
| Paraprofessionals | 10 | <10 | **.**% | 67.10% | Yes | 67.10% |
| Administrative Support | 26 | 21 | 80.77% | 60.87% | | |
| Skilled Craft | <10 | <10 | **.**% | 8.34% | Monitor | |
| Service Maintenance | 13 | <10 | **.**% | 31.71% | Yes | 31.71% |
| Faculty – Temporary | 46 | 22 | 47.83% | 46.52% | Monitor | |
| Faculty – Probationary | <10 | <10 | **.**% | 46.68% | | |
| Faculty – Unlimited | 74 | 31 | 41.89% | 52.64% | Yes | 52.64% |
| Totals | 265 | 143 | 53.96% | | | |

Racial/Ethnic Minorities

| Job Categories | Total Number of Employee in Job Category | Total Number of Minority Employee in the Job Category | % of Minority Employee in the Job Category | Minority Availability % | Minority Establish Goals? | If Yes, Goals for FY 2022-2024 |
|------------------------------|--|---|--|-------------------------|---------------------------|--------------------------------|
| Officials and Administrators | 11 | <10 | **.**% | 17.01% | Monitor | |
| Professionals | 71 | <10 | **.**% | 3.90% | | |
| Technicians | <10 | <10 | **.**% | 3.71% | Monitor | |
| Paraprofessionals | 10 | <10 | **.**% | 4.05% | Monitor | |
| Administrative Support | 26 | <10 | **.**% | 6.42% | Monitor | |
| Skilled Craft | <10 | <10 | **.**% | 4.30% | Monitor | |
| Service Maintenance | 13 | <10 | **.**% | 4.70% | Monitor | |
| Faculty – Temporary | 46 | <10 | **.**% | 3.43% | | |
| Faculty – Probationary | <10 | <10 | **.**% | 32.21% | Yes | 32.21% |
| Faculty – Unlimited | 74 | <10 | **.**% | 26.83% | Yes | 26.83% |
| Totals | 265 | 15 | 5.66% | | | |

Individuals with Disabilities (note: IwD = Individuals with disabilities)

| Job Categories | Total Number of Employee in Job Category | Total Number of IwD Employee in the Job Category | % of IwD Employee in the Job Category | IwD Availability % | IwD Establish Goals? | If Yes, Goals for FY 2022-2024 |
|------------------------------|--|--|---------------------------------------|--------------------|----------------------|--------------------------------|
| Officials and Administrators | 11 | <10 | **.**%* | 5.18% | Monitor | |
| Professionals | 71 | <10 | **.**%* | 6.43% | Monitor | |
| Technicians | <10 | <10 | **.**%* | 6.28% | Monitor | |
| Paraprofessionals | 10 | <10 | **.**%* | 6.26% | Monitor | |
| Administrative Support | 26 | <10 | **.**%* | 6.52% | Monitor | |
| Skilled Craft | <10 | <10 | **.**%* | 5.93% | Monitor | |
| Service Maintenance | 13 | <10 | **.**%* | 9.14% | Yes | 9.14% |
| Faculty – Temporary | 46 | <10 | **.**%* | 6.83% | Monitor | |
| Faculty – Probationary | <10 | <10 | **.**%* | 5.78% | Monitor | |
| Faculty – Unlimited | 74 | <10 | **.**%* | 3.94% | Monitor | |
| Totals | 265 | 15 | 5.66% | | | |

Veterans (note: VET = Veterans)

| Job Categories | Total Number of Employee in Job Category | Total Number of VET Employee in the Job Category | % of VET Employee in the Job Category | VET Availability % | VET Establish Goals? | If Yes, Goals for FY 2022-2024 |
|------------------------------|--|--|---------------------------------------|--------------------|----------------------|--------------------------------|
| Officials and Administrators | 11 | <10 | **.**%* | 4.94% | Monitor | |
| Professionals | 71 | <10 | **.**%* | 2.93% | Monitor | |
| Technicians | <10 | <10 | **.**%* | 4.84% | Monitor | |
| Paraprofessionals | 10 | <10 | **.**%* | 4.36% | Monitor | |
| Administrative Support | 26 | <10 | **.**%* | 3.94% | Monitor | |
| Skilled Craft | <10 | <10 | **.**%* | 6.83% | Monitor | |
| Service Maintenance | 13 | <10 | **.**%* | 7.58% | Monitor | |
| Faculty – Temporary | 46 | <10 | **.**%* | 6.04% | Monitor | |
| Faculty – Probationary | <10 | <10 | **.**%* | 5.86% | Monitor | |
| Faculty – Unlimited | 74 | <10 | **.**%* | 4.08% | Yes | 4.08% |
| Totals | 265 | <10 | **.**%* | | | |

Appendix G. Region Definitions

| Region | State Cd. | State Description | PUMA5CE | PUMA Name |
|-----------------------|-----------|-------------------|---------|---|
| Arrowhead | 27 | Minnesota | 300 | Itasca, Carlton (South), Cass & Aitkin Counties--Grand Rapids City |
| Arrowhead | 27 | Minnesota | 400 | St. Louis (North), Koochiching, Lake & Cook Counties--Hibbing & Cloquet Cities |
| Arrowhead | 27 | Minnesota | 500 | St. Louis County (Southeast)--Duluth, Hermantown & Proctor Cities |
| Central | 27 | Minnesota | 900 | Stearns County--St. Cloud City |
| Central | 27 | Minnesota | 1000 | Sherburne & Benton Counties |
| Central | 27 | Minnesota | 1800 | Wright County |
| East Central | 27 | Minnesota | 600 | Chisago, Isanti, Pine, Mille Lacs & Kanabec Counties |
| East Central Extended | 27 | Minnesota | 600 | Chisago, Isanti, Pine, Mille Lacs & Kanabec Counties |
| East Central Extended | 55 | Wisconsin | 55101 | Barron, Polk, Clark & Chippewa (North) Counties |
| Headwaters | 27 | Minnesota | 200 | Beltrami, Becker, Hubbard, Clearwater, Mahnommen & Lake of the Woods Counties |
| Metro | 27 | Minnesota | 1101 | Anoka County (Northwest)--Andover, Ramsey, Anoka & East Bethel Cities |
| Metro | 27 | Minnesota | 1102 | Anoka County (Southwest)--Coon Rapids, Fridley & Columbia Heights Cities |
| Metro | 27 | Minnesota | 1103 | Anoka County (East)--Blaine, Lino Lakes & Ham Lake Cities |
| Metro | 27 | Minnesota | 1201 | Washington County (North)--Oakdale, Forest Lake, Stillwater & Hugo Cities |
| Metro | 27 | Minnesota | 1202 | Washington County (South)--Woodbury & Cottage Grove Cities |
| Metro | 27 | Minnesota | 1301 | Ramsey County (North)--Shoreview, White Bear Lake & New Brighton Cities |
| Metro | 27 | Minnesota | 1302 | Ramsey County (Central & Far Southeast)--Maplewood, Roseville & North St. Paul Cities |
| Metro | 27 | Minnesota | 1303 | Ramsey County (Southeast)--St. Paul City (East) |
| Metro | 27 | Minnesota | 1304 | Ramsey County (Southwest)--St. Paul City (West) |
| Metro | 27 | Minnesota | 1401 | Hennepin County (West)--Champlin, Rogers Cities & Lake Minnetonka |

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|----------------|----|-----------|------|---|
| Metro | 27 | Minnesota | 1402 | Hennepin County--Plymouth, Maple Grove (West) & Medicine Lake Cities |
| Metro | 27 | Minnesota | 1403 | Hennepin County--Brooklyn Park, Maple Grove (East) & Osseo Cities |
| Metro | 27 | Minnesota | 1404 | Hennepin County--Brooklyn Center, Golden Valley, New Hope & Robbinsdale Cities |
| Metro | 27 | Minnesota | 1405 | Hennepin County--Minneapolis (North) & St. Anthony Cities |
| Metro | 27 | Minnesota | 1406 | Hennepin County--Minneapolis City (Southeast) |
| Metro | 27 | Minnesota | 1407 | Hennepin County--Minneapolis City (Southwest) |
| Metro | 27 | Minnesota | 1408 | Hennepin County--Edina, St. Louis Park & Hopkins Cities |
| Metro | 27 | Minnesota | 1409 | Hennepin County--Eden Prairie & Minnetonka Cities |
| Metro | 27 | Minnesota | 1410 | Hennepin County--Bloomington & Richfield Cities |
| Metro | 27 | Minnesota | 1501 | Dakota County (North)--Eagan, Inver Grove Heights & South St. Paul Cities |
| Metro | 27 | Minnesota | 1502 | Dakota County (South)--Lakeville, Hastings, Rosemount & Farmington Cities |
| Metro | 27 | Minnesota | 1503 | Dakota County (West)--Burnsville & Apple Valley Cities |
| Metro | 27 | Minnesota | 1600 | Scott County (East)--Shakopee, Savage & Prior Lake Cities |
| Metro | 27 | Minnesota | 1700 | Carver & Scott (West) Counties |
| Metro Extended | 27 | Minnesota | 1101 | Anoka County (Northwest)--Andover, Ramsey, Anoka & East Bethel Cities |
| Metro Extended | 27 | Minnesota | 1102 | Anoka County (Southwest)--Coon Rapids, Fridley & Columbia Heights Cities |
| Metro Extended | 27 | Minnesota | 1103 | Anoka County (East)--Blaine, Lino Lakes & Ham Lake Cities |
| Metro Extended | 27 | Minnesota | 1201 | Washington County (North)--Oakdale, Forest Lake, Stillwater & Hugo Cities |
| Metro Extended | 27 | Minnesota | 1202 | Washington County (South)--Woodbury & Cottage Grove Cities |
| Metro Extended | 27 | Minnesota | 1301 | Ramsey County (North)--Shoreview, White Bear Lake & New Brighton Cities |
| Metro Extended | 27 | Minnesota | 1302 | Ramsey County (Central & Far Southeast)--Maplewood, Roseville & North St. Paul Cities |
| Metro Extended | 27 | Minnesota | 1303 | Ramsey County (Southeast)--St. Paul City (East) |
| Metro Extended | 27 | Minnesota | 1304 | Ramsey County (Southwest)--St. Paul City (West) |
| Metro Extended | 27 | Minnesota | 1401 | Hennepin County (West)--Champlin, Rogers Cities & Lake Minnetonka |

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|--------------------|----|--------------|-------|--|
| Metro Extended | 27 | Minnesota | 1402 | Hennepin County--Plymouth, Maple Grove (West) & Medicine Lake Cities |
| Metro Extended | 27 | Minnesota | 1403 | Hennepin County--Brooklyn Park, Maple Grove (East) & Osseo Cities |
| Metro Extended | 27 | Minnesota | 1404 | Hennepin County--Brooklyn Center, Golden Valley, New Hope & Robbinsdale Cities |
| Metro Extended | 27 | Minnesota | 1405 | Hennepin County--Minneapolis (North) & St. Anthony Cities |
| Metro Extended | 27 | Minnesota | 1406 | Hennepin County--Minneapolis City (Southeast) |
| Metro Extended | 27 | Minnesota | 1407 | Hennepin County--Minneapolis City (Southwest) |
| Metro Extended | 27 | Minnesota | 1408 | Hennepin County--Edina, St. Louis Park & Hopkins Cities |
| Metro Extended | 27 | Minnesota | 1409 | Hennepin County--Eden Prairie & Minnetonka Cities |
| Metro Extended | 27 | Minnesota | 1410 | Hennepin County--Bloomington & Richfield Cities |
| Metro Extended | 27 | Minnesota | 1501 | Dakota County (North)--Eagan, Inver Grove Heights & South St. Paul Cities |
| Metro Extended | 27 | Minnesota | 1502 | Dakota County (South)--Lakeville, Hastings, Rosemount & Farmington Cities |
| Metro Extended | 27 | Minnesota | 1503 | Dakota County (West)--Burnsville & Apple Valley Cities |
| Metro Extended | 27 | Minnesota | 1600 | Scott County (East)--Shakopee, Savage & Prior Lake Cities |
| Metro Extended | 27 | Minnesota | 1700 | Carver & Scott (West) Counties |
| Metro Extended | 55 | Wisconsin | 55102 | St. Croix & Dunn Counties |
| North Central | 27 | Minnesota | 700 | Crow Wing, Morrison, Todd & Wadena Counties |
| Northwest | 27 | Minnesota | 100 | Clay, Polk, Roseau, Pennington, Marshall, Norman, Kittson & Red Lake Counties |
| Northwest Extended | 27 | Minnesota | 100 | Clay, Polk, Roseau, Pennington, Marshall, Norman, Kittson & Red Lake Counties |
| Northwest Extended | 38 | North Dakota | 400 | Northeast North Dakota--Grand Forks City |
| Northwest Extended | 38 | North Dakota | 500 | Cass County--Fargo City |
| South Central | 27 | Minnesota | 2200 | Blue Earth, Nicollet & Waseca Counties--Mankato City |
| South Central | 27 | Minnesota | 2300 | Rice, Goodhue & Le Sueur Counties |
| Southeast | 27 | Minnesota | 2400 | Mower, Steele, Freeborn & Dodge Counties |
| Southeast | 27 | Minnesota | 2500 | Olmsted County--Rochester City |
| Southeast | 27 | Minnesota | 2600 | Winona, Wabasha, Fillmore & Houston Counties--Winona City |
| Southeast Extended | 27 | Minnesota | 2400 | Mower, Steele, Freeborn & Dodge Counties |
| Southeast Extended | 27 | Minnesota | 2500 | Olmsted County--Rochester City |

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|--------------------|----|-----------|------|---|
| Southeast Extended | 27 | Minnesota | 2600 | Winona, Wabasha, Fillmore & Houston Counties--Winona City |
| Southeast Extended | 55 | Wisconsin | 900 | La Crosse County |
| Southwest | 27 | Minnesota | 2100 | Southwest Minnesota |
| Southwest Central | 27 | Minnesota | 1900 | Kandiyohi, McLeod, Meeker, Renville & Sibley Counties |
| State of MN | 27 | Minnesota | 100 | Clay, Polk, Roseau, Pennington, Marshall, Norman, Kittson & Red Lake Counties |
| State of MN | 27 | Minnesota | 200 | Beltrami, Becker, Hubbard, Clearwater, Mahnomen & Lake of the Woods Counties |
| State of MN | 27 | Minnesota | 300 | Itasca, Carlton (South), Cass & Aitkin Counties--Grand Rapids City |
| State of MN | 27 | Minnesota | 400 | St. Louis (North), Koochiching, Lake & Cook Counties--Hibbing & Cloquet Cities |
| State of MN | 27 | Minnesota | 500 | St. Louis County (Southeast)--Duluth, Hermantown & Proctor Cities |
| State of MN | 27 | Minnesota | 600 | Chisago, Isanti, Pine, Mille Lacs & Kanabec Counties |
| State of MN | 27 | Minnesota | 700 | Crow Wing, Morrison, Todd & Wadena Counties |
| State of MN | 27 | Minnesota | 800 | West Central Minnesota |
| State of MN | 27 | Minnesota | 900 | Stearns County--St. Cloud City |
| State of MN | 27 | Minnesota | 1000 | Sherburne & Benton Counties |
| State of MN | 27 | Minnesota | 1101 | Anoka County (Northwest)--Andover, Ramsey, Anoka & East Bethel Cities |
| State of MN | 27 | Minnesota | 1102 | Anoka County (Southwest)--Coon Rapids, Fridley & Columbia Heights Cities |
| State of MN | 27 | Minnesota | 1103 | Anoka County (East)--Blaine, Lino Lakes & Ham Lake Cities |
| State of MN | 27 | Minnesota | 1201 | Washington County (North)--Oakdale, Forest Lake, Stillwater & Hugo Cities |
| State of MN | 27 | Minnesota | 1202 | Washington County (South)--Woodbury & Cottage Grove Cities |
| State of MN | 27 | Minnesota | 1301 | Ramsey County (North)--Shoreview, White Bear Lake & New Brighton Cities |
| State of MN | 27 | Minnesota | 1302 | Ramsey County (Central & Far Southeast)--Maplewood, Roseville & North St. Paul Cities |
| State of MN | 27 | Minnesota | 1303 | Ramsey County (Southeast)--St. Paul City (East) |
| State of MN | 27 | Minnesota | 1304 | Ramsey County (Southwest)--St. Paul City (West) |
| State of MN | 27 | Minnesota | 1401 | Hennepin County (West)--Champlin, Rogers Cities & Lake Minnetonka |
| State of MN | 27 | Minnesota | 1402 | Hennepin County--Plymouth, Maple Grove (West) & Medicine Lake Cities |

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| State of MN | 27 | Minnesota | 1403 | Hennepin County--Brooklyn Park, Maple Grove (East) & Osseo Cities |
| State of MN | 27 | Minnesota | 1404 | Hennepin County--Brooklyn Center, Golden Valley, New Hope & Robbinsdale Cities |
| State of MN | 27 | Minnesota | 1405 | Hennepin County--Minneapolis (North) & St. Anthony Cities |
| State of MN | 27 | Minnesota | 1406 | Hennepin County--Minneapolis City (Southeast) |
| State of MN | 27 | Minnesota | 1407 | Hennepin County--Minneapolis City (Southwest) |
| State of MN | 27 | Minnesota | 1408 | Hennepin County--Edina, St. Louis Park & Hopkins Cities |
| State of MN | 27 | Minnesota | 1409 | Hennepin County--Eden Prairie & Minnetonka Cities |
| State of MN | 27 | Minnesota | 1410 | Hennepin County--Bloomington & Richfield Cities |
| State of MN | 27 | Minnesota | 1501 | Dakota County (North)--Eagan, Inver Grove Heights & South St. Paul Cities |
| State of MN | 27 | Minnesota | 1502 | Dakota County (South)--Lakeville, Hastings, Rosemount & Farmington Cities |
| State of MN | 27 | Minnesota | 1503 | Dakota County (West)--Burnsville & Apple Valley Cities |
| State of MN | 27 | Minnesota | 1600 | Scott County (East)--Shakopee, Savage & Prior Lake Cities |
| State of MN | 27 | Minnesota | 1700 | Carver & Scott (West) Counties |
| State of MN | 27 | Minnesota | 1800 | Wright County |
| State of MN | 27 | Minnesota | 1900 | Kandiyohi, McLeod, Meeker, Renville & Sibley Counties |
| State of MN | 27 | Minnesota | 2000 | Brown, Lyon, Redwood, Chippewa, Yellow Medicine, Lac qui Parle & Lincoln Counties |
| State of MN | 27 | Minnesota | 2100 | Southwest Minnesota |
| State of MN | 27 | Minnesota | 2200 | Blue Earth, Nicollet & Waseca Counties--Mankato City |
| State of MN | 27 | Minnesota | 2300 | Rice, Goodhue & Le Sueur Counties |
| State of MN | 27 | Minnesota | 2400 | Mower, Steele, Freeborn & Dodge Counties |
| State of MN | 27 | Minnesota | 2500 | Olmsted County--Rochester City |
| State of MN | 27 | Minnesota | 2600 | Winona, Wabasha, Fillmore & Houston Counties--Winona City |
| State of MN Extended | 27 | Minnesota | 100 | Clay, Polk, Roseau, Pennington, Marshall, Norman, Kittson & Red Lake Counties |
| State of MN Extended | 27 | Minnesota | 200 | Beltrami, Becker, Hubbard, Clearwater, Mahnommen & Lake of the Woods Counties |
| State of MN Extended | 27 | Minnesota | 300 | Itasca, Carlton (South), Cass & Aitkin Counties--Grand Rapids City |
| State of MN Extended | 27 | Minnesota | 400 | St. Louis (North), Koochiching, Lake & Cook Counties--Hibbing & Cloquet Cities |

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|----------------------|----|-----------|------|---|
| State of MN Extended | 27 | Minnesota | 500 | St. Louis County (Southeast)--Duluth, Hermantown & Proctor Cities |
| State of MN Extended | 27 | Minnesota | 600 | Chisago, Isanti, Pine, Mille Lacs & Kanabec Counties |
| State of MN Extended | 27 | Minnesota | 700 | Crow Wing, Morrison, Todd & Wadena Counties |
| State of MN Extended | 27 | Minnesota | 800 | West Central Minnesota |
| State of MN Extended | 27 | Minnesota | 900 | Stearns County--St. Cloud City |
| State of MN Extended | 27 | Minnesota | 1000 | Sherburne & Benton Counties |
| State of MN Extended | 27 | Minnesota | 1101 | Anoka County (Northwest)--Andover, Ramsey, Anoka & East Bethel Cities |
| State of MN Extended | 27 | Minnesota | 1102 | Anoka County (Southwest)--Coon Rapids, Fridley & Columbia Heights Cities |
| State of MN Extended | 27 | Minnesota | 1103 | Anoka County (East)--Blaine, Lino Lakes & Ham Lake Cities |
| State of MN Extended | 27 | Minnesota | 1201 | Washington County (North)--Oakdale, Forest Lake, Stillwater & Hugo Cities |
| State of MN Extended | 27 | Minnesota | 1202 | Washington County (South)--Woodbury & Cottage Grove Cities |
| State of MN Extended | 27 | Minnesota | 1301 | Ramsey County (North)--Shoreview, White Bear Lake & New Brighton Cities |
| State of MN Extended | 27 | Minnesota | 1302 | Ramsey County (Central & Far Southeast)--Maplewood, Roseville & North St. Paul Cities |
| State of MN Extended | 27 | Minnesota | 1303 | Ramsey County (Southeast)--St. Paul City (East) |
| State of MN Extended | 27 | Minnesota | 1304 | Ramsey County (Southwest)--St. Paul City (West) |
| State of MN Extended | 27 | Minnesota | 1401 | Hennepin County (West)--Champlin, Rogers Cities & Lake Minnetonka |
| State of MN Extended | 27 | Minnesota | 1402 | Hennepin County--Plymouth, Maple Grove (West) & Medicine Lake Cities |
| State of MN Extended | 27 | Minnesota | 1403 | Hennepin County--Brooklyn Park, Maple Grove (East) & Osseo Cities |

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|-------------------------|----|-----------|------|---|
| State of MN Extended | 27 | Minnesota | 1404 | Hennepin County--Brooklyn Center, Golden Valley, New Hope & Robbinsdale Cities |
| State of MN Extended | 27 | Minnesota | 1405 | Hennepin County--Minneapolis (North) & St. Anthony Cities |
| State of MN Extended | 27 | Minnesota | 1406 | Hennepin County--Minneapolis City (Southeast) |
| State of MN Extended | 27 | Minnesota | 1407 | Hennepin County--Minneapolis City (Southwest) |
| State of MN Extended | 27 | Minnesota | 1408 | Hennepin County--Edina, St. Louis Park & Hopkins Cities |
| State of MN Extended | 27 | Minnesota | 1409 | Hennepin County--Eden Prairie & Minnetonka Cities |
| State of MN Extended | 27 | Minnesota | 1410 | Hennepin County--Bloomington & Richfield Cities |
| State of MN Extended | 27 | Minnesota | 1501 | Dakota County (North)--Eagan, Inver Grove Heights & South St. Paul Cities |
| State of MN Extended | 27 | Minnesota | 1502 | Dakota County (South)--Lakeville, Hastings, Rosemount & Farmington Cities |
| State of MN Extended | 27 | Minnesota | 1503 | Dakota County (West)--Burnsville & Apple Valley Cities |
| State of MN Extended | 27 | Minnesota | 1600 | Scott County (East)--Shakopee, Savage & Prior Lake Cities |
| State of MN Extended | 27 | Minnesota | 1700 | Carver & Scott (West) Counties |
| State of MN Extended | 27 | Minnesota | 1800 | Wright County |
| State of MN Extended | 27 | Minnesota | 1900 | Kandiyohi, McLeod, Meeker, Renville & Sibley Counties |
| State of MN Extended | 27 | Minnesota | 2000 | Brown, Lyon, Redwood, Chippewa, Yellow Medicine, Lac qui Parle & Lincoln Counties |
| State of MN Extended | 27 | Minnesota | 2100 | Southwest Minnesota |
| State of MN Extended | 27 | Minnesota | 2200 | Blue Earth, Nicollet & Waseca Counties--Mankato City |
| State of MN Extended | 27 | Minnesota | 2300 | Rice, Goodhue & Le Sueur Counties |

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|-----------------------|----|--------------|-------|--|
| State of MN Extended | 27 | Minnesota | 2400 | Mower, Steele, Freeborn & Dodge Counties |
| State of MN Extended | 27 | Minnesota | 2500 | Olmsted County--Rochester City |
| State of MN Extended | 27 | Minnesota | 2600 | Winona, Wabasha, Fillmore & Houston Counties--Winona City |
| State of MN Extended | 27 | Minnesota | 55101 | Barron, Polk, Clark & Chippewa (North) Counties |
| State of MN Extended | 38 | North Dakota | 500 | Cass County--Fargo City |
| State of MN Extended | 38 | North Dakota | 400 | Northeast North Dakota--Grand Forks City |
| State of MN Extended | 55 | Wisconsin | 55102 | St. Croix & Dunn Counties |
| State of MN Plus E WI | 27 | Minnesota | 100 | Clay, Polk, Roseau, Pennington, Marshall, Norman, Kittson & Red Lake Counties |
| State of MN Plus E WI | 27 | Minnesota | 200 | Beltrami, Becker, Hubbard, Clearwater, Mahnommen & Lake of the Woods Counties |
| State of MN Plus E WI | 27 | Minnesota | 300 | Itasca, Carlton (South), Cass & Aitkin Counties--Grand Rapids City |
| State of MN Plus E WI | 27 | Minnesota | 400 | St. Louis (North), Koochiching, Lake & Cook Counties--Hibbing & Cloquet Cities |
| State of MN Plus E WI | 27 | Minnesota | 500 | St. Louis County (Southeast)--Duluth, Hermantown & Proctor Cities |
| State of MN Plus E WI | 27 | Minnesota | 600 | Chisago, Isanti, Pine, Mille Lacs & Kanabec Counties |
| State of MN Plus E WI | 27 | Minnesota | 700 | Crow Wing, Morrison, Todd & Wadena Counties |
| State of MN Plus E WI | 27 | Minnesota | 800 | West Central Minnesota |
| State of MN Plus E WI | 27 | Minnesota | 900 | Stearns County--St. Cloud City |
| State of MN Plus E WI | 27 | Minnesota | 1000 | Sherburne & Benton Counties |
| State of MN Plus E WI | 27 | Minnesota | 1101 | Anoka County (Northwest)--Andover, Ramsey, Anoka & East Bethel Cities |

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|-----------------------|----|-----------|------|---|
| State of MN Plus E WI | 27 | Minnesota | 1102 | Anoka County (Southwest)--Coon Rapids, Fridley & Columbia Heights Cities |
| State of MN Plus E WI | 27 | Minnesota | 1103 | Anoka County (East)--Blaine, Lino Lakes & Ham Lake Cities |
| State of MN Plus E WI | 27 | Minnesota | 1201 | Washington County (North)--Oakdale, Forest Lake, Stillwater & Hugo Cities |
| State of MN Plus E WI | 27 | Minnesota | 1202 | Washington County (South)--Woodbury & Cottage Grove Cities |
| State of MN Plus E WI | 27 | Minnesota | 1301 | Ramsey County (North)--Shoreview, White Bear Lake & New Brighton Cities |
| State of MN Plus E WI | 27 | Minnesota | 1302 | Ramsey County (Central & Far Southeast)--Maplewood, Roseville & North St. Paul Cities |
| State of MN Plus E WI | 27 | Minnesota | 1303 | Ramsey County (Southeast)--St. Paul City (East) |
| State of MN Plus E WI | 27 | Minnesota | 1304 | Ramsey County (Southwest)--St. Paul City (West) |
| State of MN Plus E WI | 27 | Minnesota | 1401 | Hennepin County (West)--Champlin, Rogers Cities & Lake Minnetonka |
| State of MN Plus E WI | 27 | Minnesota | 1402 | Hennepin County--Plymouth, Maple Grove (West) & Medicine Lake Cities |
| State of MN Plus E WI | 27 | Minnesota | 1403 | Hennepin County--Brooklyn Park, Maple Grove (East) & Osseo Cities |
| State of MN Plus E WI | 27 | Minnesota | 1404 | Hennepin County--Brooklyn Center, Golden Valley, New Hope & Robbinsdale Cities |
| State of MN Plus E WI | 27 | Minnesota | 1405 | Hennepin County--Minneapolis (North) & St. Anthony Cities |
| State of MN Plus E WI | 27 | Minnesota | 1406 | Hennepin County--Minneapolis City (Southeast) |
| State of MN Plus E WI | 27 | Minnesota | 1407 | Hennepin County--Minneapolis City (Southwest) |
| State of MN Plus E WI | 27 | Minnesota | 1408 | Hennepin County--Edina, St. Louis Park & Hopkins Cities |
| State of MN Plus E WI | 27 | Minnesota | 1409 | Hennepin County--Eden Prairie & Minnetonka Cities |
| State of MN Plus E WI | 27 | Minnesota | 1410 | Hennepin County--Bloomington & Richfield Cities |

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|------------------------|----|-----------|-------|---|
| State of MN Plus E WI | 27 | Minnesota | 1501 | Dakota County (North)--Eagan, Inver Grove Heights & South St. Paul Cities |
| State of MN Plus E WI | 27 | Minnesota | 1502 | Dakota County (South)--Lakeville, Hastings, Rosemount & Farmington Cities |
| State of MN Plus E WI | 27 | Minnesota | 1503 | Dakota County (West)--Burnsville & Apple Valley Cities |
| State of MN Plus E WI | 27 | Minnesota | 1600 | Scott County (East)--Shakopee, Savage & Prior Lake Cities |
| State of MN Plus E WI | 27 | Minnesota | 1700 | Carver & Scott (West) Counties |
| State of MN Plus E WI | 27 | Minnesota | 1800 | Wright County |
| State of MN Plus E WI | 27 | Minnesota | 1900 | Kandiyohi, McLeod, Meeker, Renville & Sibley Counties |
| State of MN Plus E WI | 27 | Minnesota | 2000 | Brown, Lyon, Redwood, Chippewa, Yellow Medicine, Lac qui Parle & Lincoln Counties |
| State of MN Plus E WI | 27 | Minnesota | 2100 | Southwest Minnesota |
| State of MN Plus E WI | 27 | Minnesota | 2200 | Blue Earth, Nicollet & Waseca Counties--Mankato City |
| State of MN Plus E WI | 27 | Minnesota | 2300 | Rice, Goodhue & Le Sueur Counties |
| State of MN Plus E WI | 27 | Minnesota | 2400 | Mower, Steele, Freeborn & Dodge Counties |
| State of MN Plus E WI | 27 | Minnesota | 2500 | Olmsted County--Rochester City |
| State of MN Plus E WI | 27 | Minnesota | 2600 | Winona, Wabasha, Fillmore & Houston Counties--Winona City |
| State of MN Plus E WI | 55 | Wisconsin | 55102 | St. Croix & Dunn Counties |
| Upper Minnesota Valley | 27 | Minnesota | 2000 | Brown, Lyon, Redwood, Chippewa, Yellow Medicine, Lac qui Parle & Lincoln Counties |
| West Central | 27 | Minnesota | 800 | West Central Minnesota |

Appendix H. Standard Occupational Classification Codes

| EEO Cat | EEO Job Category Description | SOC Code | SOC Code Description |
|---------|------------------------------|----------|---|
| 1 | Officials and Administrators | 111021 | MGR-GeneralAndOperationsManagers |
| 1 | Officials and Administrators | 1110XX | MGR-ChiefExecutivesAndLegislators |
| 1 | Officials and Administrators | 112021 | MGR-MarketingManagers |
| 1 | Officials and Administrators | 113012 | MGR-AdministrativeServicesManagers |
| 1 | Officials and Administrators | 113013 | MGR-FacilitiesManagers |
| 1 | Officials and Administrators | 113021 | MGR-ComputerAndInformationSystemsManagers |
| 1 | Officials and Administrators | 113031 | MGR-FinancialManagers |
| 1 | Officials and Administrators | 113121 | MGR-HumanResourcesManagers |
| 1 | Officials and Administrators | 113131 | MGR-TrainingAndDevelopmentManagers |
| 1 | Officials and Administrators | 119013 | MGR-Farmers,Ranchers,AndOtherAgriculturalManagers |
| 1 | Officials and Administrators | 119030 | MGR-EducationAndChildcareAdministrators |
| 1 | Officials and Administrators | 1191XX | MGR-OtherManagers |
| 1 | Officials and Administrators | 131041 | BUS-ComplianceOfficers |
| 1 | Officials and Administrators | 131082 | BUS-ProjectManagementSpecialists |

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| 1 | Officials and Administrators | 132011 | FIN-AccountantsAndAuditors |
| 1 | Officials and Administrators | 152031 | CMM-OperationsResearchAnalysts |
| 1 | Officials and Administrators | 212021 | CMS-Directors,ReligiousActivitiesAndEducation |
| 1 | Officials and Administrators | 2310XX | LGL-Lawyers,AndJudges,Magistrates,AndOtherJudicialWorkers |
| 1 | Officials and Administrators | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 1 | Officials and Administrators | 436011 | OFF-ExecutiveSecretariesAndExecutiveAdministrativeAssistants |
| 2 | Professionals | 111021 | MGR-GeneralAndOperationsManagers |
| 2 | Professionals | 112011 | MGR-AdvertisingAndPromotionsManagers |
| 2 | Professionals | 112021 | MGR-MarketingManagers |
| 2 | Professionals | 112022 | MGR-SalesManagers |
| 2 | Professionals | 112030 | MGR-PublicRelationsAndFundraisingManagers |
| 2 | Professionals | 113012 | MGR-AdministrativeServicesManagers |
| 2 | Professionals | 113013 | MGR-FacilitiesManagers |
| 2 | Professionals | 113021 | MGR-ComputerAndInformationSystemsManagers |
| 2 | Professionals | 113031 | MGR-FinancialManagers |
| 2 | Professionals | 113121 | MGR-HumanResourcesManagers |
| 2 | Professionals | 113131 | MGR-TrainingAndDevelopmentManagers |
| 2 | Professionals | 119021 | MGR-ConstructionManagers |
| 2 | Professionals | 119030 | MGR-EducationAndChildcareAdministrators |
| 2 | Professionals | 119070 | MGR-EntertainmentAndRecreationManagers |
| 2 | Professionals | 119081 | MGR-LodgingManagers |
| 2 | Professionals | 119111 | MGR-MedicalAndHealthServicesManagers |
| 2 | Professionals | 119151 | MGR-SocialAndCommunityServiceManagers |
| 2 | Professionals | 1191XX | MGR-OtherManagers |
| 2 | Professionals | 131022 | BUS-WholesaleAndRetailBuyers,ExceptFarmProducts |
| 2 | Professionals | 131023 | BUS-PurchasingAgents,ExceptWholesale,Retail,AndFarmProducts |
| 2 | Professionals | 131041 | BUS-ComplianceOfficers |

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| 2 | Professionals | 131070 | BUS-HumanResourcesWorkers |
| 2 | Professionals | 131082 | BUS-ProjectManagementSpecialists |
| 2 | Professionals | 131111 | BUS-ManagementAnalysts |
| 2 | Professionals | 131121 | BUS-MeetingConvention,AndEventPlanners |
| 2 | Professionals | 131131 | BUS-Fundraisers |
| 2 | Professionals | 131151 | BUS-TrainingAndDevelopmentSpecialists |
| 2 | Professionals | 131161 | BUS-MarketResearchAnalystsAndMarketingSpecialists |
| 2 | Professionals | 131199 | BUS-BusinessOperationsSpecialists,AllOther |
| 2 | Professionals | 132011 | FIN-AccountantsAndAuditors |
| 2 | Professionals | 132031 | FIN-BudgetAnalysts |
| 2 | Professionals | 132070 | FIN-CreditCounselorsAndLoanOfficers |
| 2 | Professionals | 151211 | CMM-ComputerSystemsAnalysts |
| 2 | Professionals | 151241 | CMM-ComputerNetworkArchitects |
| 2 | Professionals | 152031 | CMM-OperationsResearchAnalysts |
| 2 | Professionals | 171012 | ENG-LandscapeArchitects |
| 2 | Professionals | 17301X | ENG-OtherDrafters |
| 2 | Professionals | 192099 | SCI-PhysicalScientists,AllOther |
| 2 | Professionals | 193033 | SCI-ClinicalAndCounselingPsychologists |
| 2 | Professionals | 193051 | SCI-UrbanAndRegionalPlanners |
| 2 | Professionals | 1940YY | SCI-OtherLife,Physical,AndSocialScienceTechnicians |
| 2 | Professionals | 195010 | SCI-OccupationalHealthAndSafetySpecialistsAndTechnicians |
| 2 | Professionals | 211011 | CMS-SubstanceAbuseAndBehavioralDisorderCounselors |
| 2 | Professionals | 211012 | CMS-Educational,Guidance,AndCareerCounselorsAndAdvisors |
| 2 | Professionals | 211019 | CMS-Counselors,AllOther |
| 2 | Professionals | 211029 | CMS-SocialWorkersAllOther |
| 2 | Professionals | 211092 | CMS-ProbationOfficersAndCorrectionalTreatmentSpecialists |
| 2 | Professionals | 21109X | CMS-OtherCommunityAndSocialServiceSpecialists |
| 2 | Professionals | 2310XX | LGL-Lawyers,AndJudges,Magistrates,AndOtherJudicialWorkers |
| 2 | Professionals | 251000 | EDU-PostsecondaryTeachers |
| 2 | Professionals | 252010 | EDU-PreschoolAndKindergartenTeachers |
| 2 | Professionals | 254010 | EDU-Archivists,Curators,AndMuseumTechnicians |
| 2 | Professionals | 254022 | EDU-LibrariansAndMediaCollectionsSpecialists |

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| 2 | Professionals | 254031 | EDU-LibraryTechnicians |
| 2 | Professionals | 2590XX | EDU-OtherEducationalInstructionandLibraryWorkers |
| 2 | Professionals | 27102X | ENT-OtherDesigners |
| 2 | Professionals | 272012 | ENT-ProducersAndDirectors |
| 2 | Professionals | 272022 | ENT-CoachesAndScouts |
| 2 | Professionals | 273011 | ENT-BroadcastAnnouncersAndRadioDiscJockeys |
| 2 | Professionals | 273031 | ENT-PublicRelationsSpecialists |
| 2 | Professionals | 273041 | ENT-Editors |
| 2 | Professionals | 273043 | ENT-WritersAndAuthors |
| 2 | Professionals | 273091 | ENT-InterpretersAndTranslators |
| 2 | Professionals | 291020 | MED-Dentists |
| 2 | Professionals | 291051 | MED-Pharmacists |
| 2 | Professionals | 291126 | MED-RespiratoryTherapists |
| 2 | Professionals | 29112X | MED-OtherTherapists |
| 2 | Professionals | 291141 | MED-RegisteredNurses |
| 2 | Professionals | 291210 | MED-Physicians |
| 2 | Professionals | 292010 | MED-ClinicalLaboratoryTechnologistsAndTechnicians |
| 2 | Professionals | 299000 | MED-OtherHealthcarePractitionersAndTechnicalOccupations |
| 2 | Professionals | 339021 | PRT-PrivateDetectivesAndInvestigators |
| 2 | Professionals | 399031 | PRS-ExerciseTrainersAndGroupFitnessInstructors |
| 2 | Professionals | 399032 | PRS-RecreationWorkers |
| 2 | Professionals | 399041 | PRS-ResidentialAdvisors |
| 2 | Professionals | 411011 | SAL-First-LineSupervisorsOfRetailSalesWorkers |
| 2 | Professionals | 413091 | SAL-SalesRepresentativesOfServices,ExceptAdvertising,Insurance,FinancialServices,AndTravel |
| 2 | Professionals | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 2 | Professionals | 433031 | OFF-Bookkeeping,Accounting,AndAuditingClerks |
| 2 | Professionals | 434051 | OFF-CustomerServiceRepresentatives |
| 2 | Professionals | 434071 | OFF-FileClerks |
| 2 | Professionals | 434111 | OFF-Interviewers,ExceptEligibilityAndLoan |
| 2 | Professionals | 434YYY | OFF-OtherInformationAndRecordsClerks |
| 2 | Professionals | 436014 | OFF-SecretariesAndAdministrative,ExceptLegal,Medical,AndExecutive |
| 2 | Professionals | 439XXX | OFF-OtherOfficeAndAdministrativeSupportWorkers |

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| 3 | Technicians | 151230 | CMM-ComputerSupportSpecialists |
| 3 | Technicians | 172110 | ENG-IndustrialEngineers,IncludingHealthAndSafety |
| 3 | Technicians | 17302X | ENG-OtherEngineeringTechnologistsAndTechnicians,ExceptDrafters |
| 3 | Technicians | 271024 | ENT-GraphicDesigners |
| 3 | Technicians | 273042 | ENT-TechnicalWriters |
| 3 | Technicians | 274021 | ENT-Photographers |
| 3 | Technicians | 2740XX | ENT-OtherMediaAndCommunicationEquipmentWorkers |
| 3 | Technicians | 291292 | MED-DentalHygienists |
| 3 | Technicians | 292010 | MED-ClinicalLaboratoryTechnologistsAndTechnicians |
| 3 | Technicians | 292061 | MED-LicensedPracticalAndLicensedVocationalNurses |
| 3 | Technicians | 319091 | HLS-DentalAssistants |
| 3 | Technicians | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 3 | Technicians | 432099 | OFF-CommunicationsEquipmentOperators,AllOther |
| 3 | Technicians | 472111 | CON-Electricians |
| 4 | Protective Service | 331011 | PRT-First-LineSupervisorsOfCorrectionalOfficers |
| 4 | Protective Service | 331012 | PRT-First-LineSupervisorsOfPoliceAndDetectives |
| 4 | Protective Service | 331021 | PRT-First-LineSupervisorsOfFireFightingAndPreventionWorkers |
| 4 | Protective Service | 331090 | PRT-MiscellaneousFirst-LineSupervisors,ProtectiveServiceWorkers |
| 4 | Protective Service | 332011 | PRT-Firefighters |
| 4 | Protective Service | 332020 | PRT-FireInspectors |
| 4 | Protective Service | 333011 | PRT-Bailiffs |
| 4 | Protective Service | 333012 | PRT-CorrectionalOfficersAndJailers |
| 4 | Protective Service | 333021 | PRT-DetectivesAndCriminalInvestigators |
| 4 | Protective Service | 3330XX | PRT-FishAndGameWardensAndParkingEnforcementOfficers |
| 4 | Protective Service | 339021 | PRT-PrivateDetectivesAndInvestigators |
| 5 | Paraprofessionals | 1940YY | SCI-OtherLife,Physical,AndSocialScienceTechnicians |
| 5 | Paraprofessionals | 251000 | EDU-PostsecondaryTeachers |
| 5 | Paraprofessionals | 253041 | EDU-Tutors |
| 5 | Paraprofessionals | 292052 | MED-PharmacyTechnicians |
| 5 | Paraprofessionals | 319092 | HLS-MedicalAssistants |
| 5 | Paraprofessionals | 3930XX | PRS-OtherEntertainmentAttendantsAndRelatedWorkers |
| 5 | Paraprofessionals | 439061 | OFF-OfficeClerks,General |

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| 5 | Paraprofessionals | 493023 | RPR-AutomotiveServiceTechniciansAndMechanics |
| 6 | Administrative Support | 211012 | CMS-Educational,Guidance,AndCareerCounselorsAndAdvisors |
| 6 | Administrative Support | 411011 | SAL-First-LineSupervisorsOfRetailSalesWorkers |
| 6 | Administrative Support | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 6 | Administrative Support | 432011 | OFF-SwitchboardOperators,IncludingAnsweringService |
| 6 | Administrative Support | 432099 | OFF-CommunicationsEquipmentOperators,AllOther |
| 6 | Administrative Support | 433031 | OFF-Bookkeeping,Accounting,AndAuditingClerks |
| 6 | Administrative Support | 434051 | OFF-CustomerServiceRepresentatives |
| 6 | Administrative Support | 436011 | OFF-ExecutiveSecretariesAndExecutiveAdministrativeAssistants |
| 6 | Administrative Support | 436012 | OFF-LegalSecretariesAndAdministrativeAssistants |
| 6 | Administrative Support | 439XXX | OFF-OtherOfficeAndAdministrativeSupportWorkers |
| 6 | Administrative Support | 515111 | PRD-PrepressTechniciansAndWorkers |
| 7 | Skilled Craft | 113013 | MGR-FacilitiesManagers |
| 7 | Skilled Craft | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 7 | Skilled Craft | 471011 | CON-First-LineSupervisorsOfConstructionTradesAndExtractionWorkers |
| 7 | Skilled Craft | 472031 | CON-Carpenters |
| 7 | Skilled Craft | 472111 | CON-Electricians |
| 7 | Skilled Craft | 472152 | CON-Plumbers,Pipefitters,AndSteamfitters |
| 7 | Skilled Craft | 472XXX | CON-Brickmasons,Blockmasons,Stonemasons,AndReinforcingIronAndRebarWorkers |
| 7 | Skilled Craft | 491011 | RPR-First-LineSupervisorsOfMechanics,Installers,AndRepairers |
| 7 | Skilled Craft | 49209X | RPR-OtherElectricalAndElectronicEquipmentMechanics,Installers,andRepairers |
| 7 | Skilled Craft | 493023 | RPR-AutomotiveServiceTechniciansAndMechanics |

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| 7 | Skilled Craft | 493031 | RPR-BusAndTruckMechanicsAndDieselEngineSpecialists |
| 7 | Skilled Craft | 499021 | RPR-Heating,AirConditioning,AndRefrigerationMechanicsAndInstallers |
| 7 | Skilled Craft | 49904X | RPR-IndustrialAndRefractoryMachineryMechanics |
| 7 | Skilled Craft | 499071 | RPR-MaintenanceAndRepairWorkers,General |
| 7 | Skilled Craft | 514041 | PRD-Machinists |
| 7 | Skilled Craft | 518010 | PRD-PowerPlantOperators,Distributors,AndDispatchers |
| 8 | Service Maintenance | 113012 | MGR-AdministrativeServicesManagers |
| 8 | Service Maintenance | 113013 | MGR-FacilitiesManagers |
| 8 | Service Maintenance | 194010 | SCIAgriculturalAndFoodScienceTechnicians |
| 8 | Service Maintenance | 351012 | EAT-First-LineSupervisorsOfFoodPreparationAndServingWorkers |
| 8 | Service Maintenance | 352010 | EAT-Cooks |
| 8 | Service Maintenance | 371011 | CLN-First-LineSupervisorsOfHousekeepingAndJanitorialWorkers |
| 8 | Service Maintenance | 37201X | CLN-JanitorsAndBuildingCleaners |
| 8 | Service Maintenance | 373011 | CLN-LandscapingAndGroundskeepingWorkers |
| 8 | Service Maintenance | 37301X | CLN-OtherGroundsMaintenanceWorkers |
| 8 | Service Maintenance | 3930XX | PRS-OtherEntertainmentAttendantsAndRelatedWorkers |
| 8 | Service Maintenance | 399011 | PRS-ChildcareWorkers |
| 8 | Service Maintenance | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 8 | Service Maintenance | 499071 | RPR-MaintenanceAndRepairWorkers,General |

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| 8 | Service Maintenance | 5120XX | PRD-OtherAssemblersandFabricators |
| 8 | Service Maintenance | 515112 | PRD-PrintingPressOperators |
| 8 | Service Maintenance | 533030 | TRN-Driver/SalesWorkersAndTruckDrivers |
| 9 | Faculty | 111021 | MGR-GeneralAndOperationsManagers |
| 9 | Faculty | 1110XX | MGR-ChiefExecutivesAndLegislators |
| 9 | Faculty | 112011 | MGR-AdvertisingAndPromotionsManagers |
| 9 | Faculty | 112021 | MGR-MarketingManagers |
| 9 | Faculty | 112022 | MGR-SalesManagers |
| 9 | Faculty | 112030 | MGR-PublicRelationsAndFundraisingManagers |
| 9 | Faculty | 113012 | MGR-AdministrativeServicesManagers |
| 9 | Faculty | 113013 | MGR-FacilitiesManagers |
| 9 | Faculty | 113021 | MGR-ComputerAndInformationSystemsManagers |
| 9 | Faculty | 113031 | MGR-FinancialManagers |
| 9 | Faculty | 113051 | MGR-IndustrialProductionManagers |
| 9 | Faculty | 113071 | MGR-Transportation,Storage,AndDistributionManagers |
| 9 | Faculty | 113111 | MGR-CompensationAndBenefitsManagers |
| 9 | Faculty | 113121 | MGR-HumanResourcesManagers |
| 9 | Faculty | 113131 | MGR-TrainingAndDevelopmentManagers |
| 9 | Faculty | 119013 | MGR-Farmers,Ranchers,AndOtherAgriculturalManagers |
| 9 | Faculty | 119021 | MGR-ConstructionManagers |
| 9 | Faculty | 119030 | MGR-EducationAndChildcareAdministrators |
| 9 | Faculty | 119041 | MGR-ArchitecturalAndEngineeringManagers |
| 9 | Faculty | 119051 | MGR-FoodServiceManagers |
| 9 | Faculty | 119070 | MGR-EntertainmentAndRecreationManagers |
| 9 | Faculty | 119081 | MGR-LodgingManagers |
| 9 | Faculty | 119111 | MGR-MedicalAndHealthServicesManagers |
| 9 | Faculty | 119121 | MGR-NaturalSciencesManagers |
| 9 | Faculty | 119141 | MGR-Property,RealEstate,AndCommunityAssociationManagers |
| 9 | Faculty | 119151 | MGR-SocialAndCommunityServiceManagers |
| 9 | Faculty | 1191XX | MGR-OtherManagers |

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| 9 | Faculty | 131011 | BUS-AgentsAndBusinessManagersOfArtists,Performers,AndAthletes |
| 9 | Faculty | 131022 | BUS-WholesaleAndRetailBuyers,ExceptFarmProducts |
| 9 | Faculty | 131023 | BUS-PurchasingAgents,ExceptWholesale,Retail,AndFarmProducts |
| 9 | Faculty | 131030 | BUS-ClaimsAdjusters,Appraisers,Examiners,AndInvestigators |
| 9 | Faculty | 131041 | BUS-ComplianceOfficers |
| 9 | Faculty | 131051 | BUS-CostEstimators |
| 9 | Faculty | 131070 | BUS-HumanResourcesWorkers |
| 9 | Faculty | 131081 | BUS-Logisticians |
| 9 | Faculty | 131082 | BUS-ProjectManagementSpecialists |
| 9 | Faculty | 131111 | BUS-ManagementAnalysts |
| 9 | Faculty | 131131 | BUS-Fundraisers |
| 9 | Faculty | 131141 | BUS-Compensation,Benefits,AndJobAnalysisSpecialists |
| 9 | Faculty | 131151 | BUS-TrainingAndDevelopmentSpecialists |
| 9 | Faculty | 131161 | BUS-MarketResearchAnalystsAndMarketingSpecialists |
| 9 | Faculty | 131199 | BUS-BusinessOperationsSpecialists,AllIOther |
| 9 | Faculty | 132011 | FIN-AccountantsAndAuditors |
| 9 | Faculty | 132031 | FIN-BudgetAnalysts |
| 9 | Faculty | 132041 | FIN-CreditAnalysts |
| 9 | Faculty | 132051 | FIN-FinancialAnalysts |
| 9 | Faculty | 132052 | FIN-PersonalFinancialAdvisors |
| 9 | Faculty | 132053 | FIN-InsuranceUnderwriters |
| 9 | Faculty | 132061 | FIN-FinancialExaminers |
| 9 | Faculty | 132081 | FIN-TaxExaminersAndCollectors,AndRevenueAgents |
| 9 | Faculty | 132082 | FIN-TaxPreparers |
| 9 | Faculty | 1320XX | FIN-OtherFinancialSpecialists |
| 9 | Faculty | 151211 | CMM-ComputerSystemsAnalysts |
| 9 | Faculty | 151212 | CMM-InformationSecurityAnalysts |
| 9 | Faculty | 151221 | CMM-ComputerAndInformationResearchScientists |
| 9 | Faculty | 151230 | CMM-ComputerSupportSpecialists |
| 9 | Faculty | 151241 | CMM-ComputerNetworkArchitects |
| 9 | Faculty | 151244 | CMM-NetworkAndComputerSystemsAdministrators |
| 9 | Faculty | 15124X | CMM-DatabaseAdministratorsAndArchitects |

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| 9 | Faculty | 151251 | CMM-ComputerProgrammers |
| 9 | Faculty | 151252 | CMM-SoftwareDevelopers |
| 9 | Faculty | 151253 | CMM-SoftwareQualityAssuranceAnalystsAndTesters |
| 9 | Faculty | 151254 | CMM_WebDevelopers |
| 9 | Faculty | 151255 | CMMWebAndDigitalInterfaceDesigners |
| 9 | Faculty | 151299 | CMMComputerOccupations,AllOther |
| 9 | Faculty | 152011 | CMM-Actuaries |
| 9 | Faculty | 152031 | CMM-OperationsResearchAnalysts |
| 9 | Faculty | 1520XX | CMM-OtherMathematicalScienceOccupations |
| 9 | Faculty | 171011 | ENG-Architects,ExceptLandscapeAndNaval |
| 9 | Faculty | 171012 | ENG-LandscapeArchitects |
| 9 | Faculty | 171020 | ENG-Surveyors,Cartographers,AndPhotogrammetrists |
| 9 | Faculty | 172011 | ENG-AerospaceEngineers |
| 9 | Faculty | 172041 | ENG-ChemicalEngineers |
| 9 | Faculty | 172051 | ENG-CivilEngineers |
| 9 | Faculty | 172061 | ENG-ComputerHardwareEngineers |
| 9 | Faculty | 172081 | ENG-EnvironmentalEngineers |
| 9 | Faculty | 1720XX | ENG-BiomedicalAndAgriculturalEngineers |
| 9 | Faculty | 172131 | ENG-MaterialsEngineers |
| 9 | Faculty | 172141 | ENG-MechanicalEngineers |
| 9 | Faculty | 1721XX | ENG-Petroleum,MiningAndGeologicalEngineers,IncludingMiningSafetyEngineers |
| 9 | Faculty | 173011 | ENG-ArchitecturalAndCivilDrafters |
| 9 | Faculty | 17301X | ENG-OtherDrafters |
| 9 | Faculty | 173023 | ENG-ElectricalandElectronicEngineeringTechnologistsAndTechnicians |
| 9 | Faculty | 17302X | ENG-OtherEngineeringTechnologistsAndTechnicians,ExceptDrafters |
| 9 | Faculty | 173031 | ENG-SurveyingAndMappingTechnicians |
| 9 | Faculty | 192010 | SCI-AstronomersAndPhysicists |
| 9 | Faculty | 192021 | SCI-AtmosphericAndSpaceScientists |
| 9 | Faculty | 192030 | SCI-ChemistsAndMaterialsScientists |
| 9 | Faculty | 192041 | SCI-EnvironmentalScientistsAndSpecialists,IncludingHealth |
| 9 | Faculty | 192099 | SCI-PhysicalScientists,AllOther |
| 9 | Faculty | 193011 | SCI-Economists |

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| 9 | Faculty | 193033 | SCI-ClinicalAndCounselingPsychologists |
| 9 | Faculty | 193034 | SCI-SchoolPsychologists |
| 9 | Faculty | 19303X | SCI-OtherPsychologists |
| 9 | Faculty | 193051 | SCI-UrbanAndRegionalPlanners |
| 9 | Faculty | 1930XX | OtherSocialScientists |
| 9 | Faculty | 194021 | SCI-BiologicalTechnicians |
| 9 | Faculty | 194031 | SCI-ChemicalTechnicians |
| 9 | Faculty | 1940XX | SCI-EnvironmentalScienceAndGeoscienceTechnicians,AndNuclearTechnicians |
| 9 | Faculty | 1940YY | SCI-OtherLife,Physical,AndSocialScienceTechnicians |
| 9 | Faculty | 195010 | SCI-OccupationalHealthAndSafetySpecialistsAndTechnicians |
| 9 | Faculty | 211011 | CMS-SubstanceAbuseAndBehavioralDisorderCounselors |
| 9 | Faculty | 211012 | CMS-Educational,Guidance,AndCareerCounselorsAndAdvisors |
| 9 | Faculty | 211013 | CMS-MarriageAndFamilyTherapists |
| 9 | Faculty | 211014 | CMS-MentalHealthCounselors |
| 9 | Faculty | 211015 | CMS-RehabilitationCounselors |
| 9 | Faculty | 211019 | CMS-Counselors,AllOther |
| 9 | Faculty | 211021 | CMS-Child,Family,AndSchoolSocialWorkers |
| 9 | Faculty | 211022 | CMS-HealthcareSocialWorkers |
| 9 | Faculty | 211023 | CMS-MentalHealthAndSubstanceAbuseSocialWorkers |
| 9 | Faculty | 211029 | CMS-SocialWorkersAllOther |
| 9 | Faculty | 211092 | CMS-ProbationOfficersAndCorrectionalTreatmentSpecialists |
| 9 | Faculty | 211093 | CMS-SocialAndHumanServiceAssistants |
| 9 | Faculty | 21109X | CMS-OtherCommunityAndSocialServiceSpecialists |
| 9 | Faculty | 2310XX | LGL-Lawyers,AndJudges,Magistrates,AndOtherJudicialWorkers |
| 9 | Faculty | 232011 | LGL-ParalegalsAndLegalAssistants |
| 9 | Faculty | 232093 | LGL-TitleExaminers,Abstractors,AndSearchers |
| 9 | Faculty | 232099 | LGL-LegalSupportWorkers,AllOther |
| 9 | Faculty | 251000 | EDU-PostsecondaryTeachers |
| 9 | Faculty | 254022 | EDU-LibrariansAndMediaCollectionsSpecialists |
| 9 | Faculty | 254031 | EDU-LibraryTechnicians |
| 9 | Faculty | 271010 | ENT-ArtistsAndRelatedWorkers |
| 9 | Faculty | 271021 | ENT-CommercialAndIndustrialDesigners |

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| 9 | Faculty | 271022 | ENT-FashionDesigners |
| 9 | Faculty | 271024 | ENT-GraphicDesigners |
| 9 | Faculty | 271025 | ENT-InteriorDesigners |
| 9 | Faculty | 27102X | ENT-OtherDesigners |
| 9 | Faculty | 272011 | ENT-Actors |
| 9 | Faculty | 272012 | ENT-ProducersAndDirectors |
| 9 | Faculty | 272021 | ENT-AthletesAndSportsCompetitors |
| 9 | Faculty | 272022 | ENT-CoachesAndScouts |
| 9 | Faculty | 272030 | ENT-DancersAndChoreographers |
| 9 | Faculty | 272041 | ENT-MusicDirectorsAndComposers |
| 9 | Faculty | 272042 | ENT-MusiciansAndSingers |
| 9 | Faculty | 272091 | ENT-DiscJockeys,ExceptRadio |
| 9 | Faculty | 272099 | ENT-EntertainersAndPerformers,SportsAndRelatedWorkers,AllOther |
| 9 | Faculty | 273011 | ENT-BroadcastAnnouncersAndRadioDiscJockeys |
| 9 | Faculty | 273023 | ENT-NewsAnalysts,Reporters,AndJournalists |
| 9 | Faculty | 273031 | ENT-PublicRelationsSpecialists |
| 9 | Faculty | 273041 | ENT-Editors |
| 9 | Faculty | 273042 | ENT-TechnicalWriters |
| 9 | Faculty | 273043 | ENT-WritersAndAuthors |
| 9 | Faculty | 273091 | ENT-InterpretersAndTranslators |
| 9 | Faculty | 273092 | ENT-CourtReportersAndSimultaneousCaptioners |
| 9 | Faculty | 273099 | ENT-MediaAndCommunicationsWorkers,AllOther |
| 9 | Faculty | 274021 | ENT-Photographers |
| 9 | Faculty | 2740XX | ENT-OtherMediaAndCommunicationEquipmentWorkers |
| 9 | Faculty | 291020 | MED-Dentists |
| 9 | Faculty | 291031 | MED-DietitiansAndNutritionists |
| 9 | Faculty | 291124 | MED-RadiationTherapists |
| 9 | Faculty | 291125 | MED-RecreationalTherapists |
| 9 | Faculty | 291126 | MED-RespiratoryTherapists |
| 9 | Faculty | 291127 | MED-Speech-LanguagePathologists |
| 9 | Faculty | 29112X | MED-OtherTherapists |
| 9 | Faculty | 291141 | MED-RegisteredNurses |

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| 9 | Faculty | 291151 | MED-NurseAnesthetists |
| 9 | Faculty | 291181 | MED-Audiologists |
| 9 | Faculty | 2911XX | MED-NursePractitionersAndNurseMidwives |
| 9 | Faculty | 291292 | MED-DentalHygienists |
| 9 | Faculty | 291299 | MED-HealthcareDiagnosingOrTreatingPractitioners,AllOther |
| 9 | Faculty | 292010 | MED-ClinicalLaboratoryTechnologistsAndTechnicians |
| 9 | Faculty | 292031 | MED-CardiovascularTechnologistsAndTechnicians |
| 9 | Faculty | 292032 | MED-DiagnosticMedicalSonographers |
| 9 | Faculty | 292034 | MED-RadiologicTechnologistsAndTechnicians |
| 9 | Faculty | 292035 | MED-MagneticResonanceImagingTechnologists |
| 9 | Faculty | 29203X | MED-NuclearMedicineTechnologistsAndMedicalDosimetrists |
| 9 | Faculty | 292042 | MED-EmergencyMedicalTechnicians |
| 9 | Faculty | 292043 | MED-Paramedics |
| 9 | Faculty | 292052 | MED-PharmacyTechnicians |
| 9 | Faculty | 292053 | MED-PsychiatricTechnicians |
| 9 | Faculty | 292055 | MED-SurgicalTechnologists |
| 9 | Faculty | 292056 | MED-VeterinaryTechnologistsAndTechnicians |
| 9 | Faculty | 29205X | MED-DieteticTechniciansAndOphthalmicMedicalTechnicians |
| 9 | Faculty | 292061 | MED-LicensedPracticalAndLicensedVocationalNurses |
| 9 | Faculty | 292072 | MED-MedicalRecordsSpecialists |
| 9 | Faculty | 292090 | MED-MiscellaneousHealthTechnologistsAndTechnicians |
| 9 | Faculty | 299000 | MED-OtherHealthcarePractitionersAndTechnicalOccupations |
| 9 | Faculty | 311131 | HLS-NursingAssistants |
| 9 | Faculty | 31113X | HLS-OrderliesAndPsychiatricAides |
| 9 | Faculty | 312010 | HLS-OccupationalTherapyAssistantsAndAides |
| 9 | Faculty | 312020 | HLS-PhysicalTherapistAssistantsAndAides |
| 9 | Faculty | 319011 | HLS-MassageTherapists |
| 9 | Faculty | 319091 | HLS-DentalAssistants |
| 9 | Faculty | 319092 | HLS-MedicalAssistants |
| 9 | Faculty | 319094 | HLS-MedicalTranscriptionists |
| 9 | Faculty | 319096 | HLS-VeterinaryAssistantsAndLaboratoryAnimalCaretakers |
| 9 | Faculty | 319097 | HLS-Phlebotomists |

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| 9 | Faculty | 31909X | HLS-OtherHealthcareSupportWorkers |
| 9 | Faculty | 331011 | PRT-First-LineSupervisorsOfCorrectionalOfficers |
| 9 | Faculty | 331012 | PRT-First-LineSupervisorsOfPoliceAndDetectives |
| 9 | Faculty | 331021 | PRT-First-LineSupervisorsOfFireFightingAndPreventionWorkers |
| 9 | Faculty | 332011 | PRT-Firefighters |
| 9 | Faculty | 332020 | PRT-FireInspectors |
| 9 | Faculty | 333011 | PRT-Bailiffs |
| 9 | Faculty | 333012 | PRT-CorrectionalOfficersAndJailers |
| 9 | Faculty | 333021 | PRT-DetectivesAndCriminalInvestigators |
| 9 | Faculty | 3330XX | PRT-FishAndGameWardensAndParkingEnforcementOfficers |
| 9 | Faculty | 339021 | PRT-PrivateDetectivesAndInvestigators |
| 9 | Faculty | 351011 | EAT-ChefsAndHeadCooks |
| 9 | Faculty | 351012 | EAT-First-LineSupervisorsOfFoodPreparationAndServingWorkers |
| 9 | Faculty | 352010 | EAT-Cooks |
| 9 | Faculty | 371011 | CLN-First-LineSupervisorsOfHousekeepingAndJanitorialWorkers |
| 9 | Faculty | 371012 | CLN-First-LineSupervisorsOfLandscaping,LawnService,AndGroundskeepingWorkers |
| 9 | Faculty | 373011 | CLN-LandscapingAndGroundskeepingWorkers |
| 9 | Faculty | 37301X | CLN-OtherGroundsMaintenanceWorkers |
| 9 | Faculty | 391000 | PRS-SupervisorsOfPersonalCareAndServiceWorkers |
| 9 | Faculty | 3930XX | PRS-OtherEntertainmentAttendantsAndRelatedWorkers |
| 9 | Faculty | 395012 | PRS-Hairdressers,Hairstylists,AndCosmetologists |
| 9 | Faculty | 395092 | PRS-ManicuristsandPedicurists |
| 9 | Faculty | 395094 | PRS-SkincareSpecialists |
| 9 | Faculty | 39509X | PRS-OtherPersonalAppearanceWorkers |
| 9 | Faculty | 397010 | PRS-TourAndTravelGuides |
| 9 | Faculty | 399011 | PRS-ChildcareWorkers |
| 9 | Faculty | 399031 | PRS-ExerciseTrainersAndGroupFitnessInstructors |
| 9 | Faculty | 399032 | PRS-RecreationWorkers |
| 9 | Faculty | 399041 | PRS-ResidentialAdvisors |
| 9 | Faculty | 411011 | SAL-First-LineSupervisorsOfRetailSalesWorkers |
| 9 | Faculty | 411012 | SAL-First-LineSupervisorsOfNon-RetailSalesWorkers |
| 9 | Faculty | 412022 | SAL-PartsSalespersons |

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| 9 | Faculty | 413011 | SAL-AdvertisingSalesAgents |
| 9 | Faculty | 413021 | SAL-InsuranceSalesAgents |
| 9 | Faculty | 413031 | SAL-Securities,Commodities,AndFinancialServicesSalesAgents |
| 9 | Faculty | 413041 | SAL-TravelAgents |
| 9 | Faculty | 413091 | SAL-SalesRepresentativesOfServices,ExceptAdvertising,Insurance,FinancialServices,AndTravel |
| 9 | Faculty | 414010 | SAL-SalesRepresentatives,WholesaleAndManufacturing |
| 9 | Faculty | 419010 | SAL-Models,Demonstrators,AndProductPromoters |
| 9 | Faculty | 419020 | SAL-RealEstateBrokersAndSalesAgents |
| 9 | Faculty | 419099 | SAL-SalesAndRelatedWorkers,AllOther |
| 9 | Faculty | 431011 | Off-First-LineSupervisorsOfOfficeAndAdministrativeSupportWorkers |
| 9 | Faculty | 433011 | OFF-BillAndAccountCollectors |
| 9 | Faculty | 433031 | OFF-Bookkeeping,Accounting,AndAuditingClerks |
| 9 | Faculty | 433051 | OFF-PayrollAndTimekeepingClerks |
| 9 | Faculty | 433061 | OFF-ProcurementClerks |
| 9 | Faculty | 433071 | OFF-Tellers |
| 9 | Faculty | 434041 | OFF-CreditAuthorizers,Checkers,AndClerks |
| 9 | Faculty | 434051 | OFF-CustomerServiceRepresentatives |
| 9 | Faculty | 434071 | OFF-FileClerks |
| 9 | Faculty | 434131 | OFF-LoanInterviewersAndClerks |
| 9 | Faculty | 434141 | OFF-NewAccountsClerks |
| 9 | Faculty | 434161 | OFF-HumanResourcesAssistants,ExceptPayrollAndTimekeeping |
| 9 | Faculty | 434XXX | OFF-CorrespondenceClerksAndOrderClerks |
| 9 | Faculty | 435011 | OFF-CargoAndFreightAgents |
| 9 | Faculty | 436011 | OFF-ExecutiveSecretariesAndExecutiveAdministrativeAssistants |
| 9 | Faculty | 436012 | OFF-LegalSecretariesAndAdministrativeAssistants |
| 9 | Faculty | 436013 | OFF-MedicalSecretariesAndAdministrativeAssistants |
| 9 | Faculty | 436014 | OFF-SecretariesAndAdministrative,ExceptLegal,Medical,AndExecutive |
| 9 | Faculty | 439021 | OFF-DataEntryKeyers |
| 9 | Faculty | 439022 | OFF-WordProcessorsAndTypists |
| 9 | Faculty | 439041 | OFF-InsuranceClaimsAndPolicyProcessingClerks |
| 9 | Faculty | 439061 | OFF-OfficeClerks,General |
| 9 | Faculty | 439081 | OFF-ProofreadersAndCopyMarkers |

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| 9 | Faculty | 439111 | OFF-StatisticalAssistants |
| 9 | Faculty | 439XXX | OFF-OtherOfficeAndAdministrativeSupportWorkers |
| 9 | Faculty | 451011 | FFF-First-LineSupervisorsOfFarming,Fishing,AndForestryWorkers |
| 9 | Faculty | 453031 | FFF-FishingAndHuntingWorkers |
| 9 | Faculty | 454011 | FFF-ForestAndConservationWorkers |
| 9 | Faculty | 454020 | FFF-LoggingWorkers |
| 9 | Faculty | 471011 | CON-First-LineSupervisorsOfConstructionTradesAndExtractionWorkers |
| 9 | Faculty | 472031 | CON-Carpenters |
| 9 | Faculty | 472111 | CON-Electricians |
| 9 | Faculty | 472152 | CON-Plumbers,Pipefitters,AndSteamfitters |
| 9 | Faculty | 472211 | CON-SheetMetalWorkers |
| 9 | Faculty | 472231 | CON-SolarPhotovoltaicInstallers |
| 9 | Faculty | 472XXX | CON-Brickmasons,Blockmasons,Stonemasons,AndReinforcingIronAndRebarWorkers |
| 9 | Faculty | 474011 | CON-ConstructionAndBuildingInspectors |
| 9 | Faculty | 474021 | CON-ElevatorInstallersAndRepairers |
| 9 | Faculty | 474041 | CON-HazardousMaterialsRemovalWorkers |
| 9 | Faculty | 474051 | CON-HighwayMaintenanceWorkers |
| 9 | Faculty | 474061 | CON-Rail-TrackLayingAndMaintenanceEquipmentOperators |
| 9 | Faculty | 4740XX | CON-OtherConstructionAndRelatedWorkers |
| 9 | Faculty | 475032 | EXT-ExplosivesWorkers,OrdnanceHandlingExperts,AndBlasters |
| 9 | Faculty | 4750XX | EXT-OtherExtractionWorkers |
| 9 | Faculty | 491011 | RPR-First-LineSupervisorsOfMechanics,Installers,AndRepairers |
| 9 | Faculty | 492011 | RPR-Computer,AutomatedTeller,AndOfficeMachineRepairers |
| 9 | Faculty | 492091 | RPR-AvionicsTechnicians |
| 9 | Faculty | 492098 | RPR-SecurityAndFireAlarmSystemsInstallers |
| 9 | Faculty | 49209X | RPR-OtherElectricalAndElectronicEquipmentMechanics,Installers,andRepairers |
| 9 | Faculty | 493011 | RPR-AircraftMechanicsAndServiceTechnicians |
| 9 | Faculty | 493021 | RPR-AutomotiveBodyAndRelatedRepairers |
| 9 | Faculty | 493022 | RPR-AutomotiveGlassInstallersAndRepairers |
| 9 | Faculty | 493023 | RPR-AutomotiveServiceTechniciansAndMechanics |
| 9 | Faculty | 493031 | RPR-BusAndTruckMechanicsAndDieselEngineSpecialists |
| 9 | Faculty | 493040 | RPR-HeavyVehicleAndMobileEquipmentServiceTechniciansAndMechanics |

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| 9 | Faculty | 493050 | RPR-SmallEngineMechanics |
| 9 | Faculty | 499021 | RPR-Heating,AirConditioning,AndRefrigerationMechanicsAndInstallers |
| 9 | Faculty | 499043 | RPR-MaintenanceWorkers,Machinery |
| 9 | Faculty | 499044 | RPR-Millwrights |
| 9 | Faculty | 49904X | RPR-IndustrialAndRefractoryMachineryMechanics |
| 9 | Faculty | 499051 | RPR-ElectricalPower-LineInstallersAndRepairers |
| 9 | Faculty | 499071 | RPR-MaintenanceAndRepairWorkers,General |
| 9 | Faculty | 4990XX | RPR-OtherInstallation,Maintenance,AndRepairWorkers |
| 9 | Faculty | 511011 | PRD-First-LineSupervisorsOfProductionAndOperatingWorkers |
| 9 | Faculty | 5120XX | PRD-OtherAssemblersandFabricators |
| 9 | Faculty | 513011 | PRD-Bakers |
| 9 | Faculty | 514031 | PRD-Cutting,Punching,AndPressMachineSetters,Operators,AndTenders,MetalAndPlastic |
| 9 | Faculty | 514033 | Grinding,Lapping,Polishing,AndBuffingMachineToolSetters,Operators,AndTenders,MetalandPlastic |
| 9 | Faculty | 514041 | PRD-Machinists |
| 9 | Faculty | 5140XX | PRD-ModelMakers,Patternmakers,AndMoldingMachineSetters,MetalAndPlastic |
| 9 | Faculty | 514111 | PRD-ToolAndDieMakers |
| 9 | Faculty | 514XXX | PRD-OtherMetalWorkersAndPlasticWorkers |
| 9 | Faculty | 515111 | PRD-PrepressTechniciansAndWorkers |
| 9 | Faculty | 515112 | PRD-PrintingPressOperators |
| 9 | Faculty | 51609X | PRD-OtherTextile,Apparel,AndFurnishingWorkers |
| 9 | Faculty | 517011 | PRD-CabinetmakersAndBenchCarpenters |
| 9 | Faculty | 517041 | PRD-SawingMachineSetters,Operators,AndTenders,Wood |
| 9 | Faculty | 517042 | PRD-WoodworkingMachineSetters,Operators,AndTenders,ExceptSawing |
| 9 | Faculty | 5170XX | PRD-OtherWoodworkers |
| 9 | Faculty | 518031 | PRD-WaterAndWastewaterTreatmentPlantAndSystemOperators |
| 9 | Faculty | 518090 | PRD-MiscellaneousPlantAndSystemOperators |
| 9 | Faculty | 519061 | PRD-Inspectors,Testers,Sorters,Samplers,AndWeighers |
| 9 | Faculty | 519071 | PRD-JewelersAndPreciousStoneAndMetalWorkers |
| 9 | Faculty | 5191XX | PRD-MiscellaneousProductionWorkers,IncludingEquipmentOperatorsandTenders |
| 9 | Faculty | 532010 | TRN-AircraftPilotsAndFlightEngineers |
| 9 | Faculty | 533011 | TRN-AmbulanceDriversAndAttendants,ExceptEmergencyMedicalTechnicians |
| 9 | Faculty | 533030 | TRN-Driver/SalesWorkersAndTruckDrivers |

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| 9 | Faculty | 533051 | TRN-BusDrivers,School |
| 9 | Faculty | 533052 | TRN-BusDrivers,TransitAndIntercity |
| 9 | Faculty | 533053 | TRN-ShuttleDriversandChauffeurs |
| 9 | Faculty | 5360XX | TRN-OtherTransportationWorkers |
| 9 | Faculty | 537021 | TRN-CraneAndTowerOperators |
| 9 | Faculty | 5370XX | TRN-Conveyor,Dredge,AndHoistAndWinchOperators |
| 9 | Faculty | 5371XX | TRN-OtherMaterialMovingWorkers |

Definitions of Terms Used in This Affirmative Action Plan

Applicant: "Applicant" means a person who has satisfied the minimum requirements for application established by the commissioner of management and budget (M.S. 43A.02, subd. 4).

Availability: an estimated percentage of qualified females, racial/minorities, or individuals with disabilities in the relevant labor market who are available for positions in a given job category at a state College. The final availability is determined by considering two factors: the statistics from the outside labor market and the internal state College workforce for the Affirmative Action Plan year.

Connect 700 (C700) Program: an alternative, non-competitive selection process for individuals whose disabilities prevent them from demonstrating their skills in a standard competitive selection process. If selected, this program allows eligible individuals to demonstrate their skills in an on-the-job trial work experience of up to 700 hours. See Minnesota Statutes, section 43A.15, subdivision 14.

Feeder job: staffed positions within the College that can be promoted and/or transferred into other EEO job categories.

Hiring goal: a numerical objective designed to correct an identified deficiency in the utilization of protected group members. For example, the professional job category has identified underutilization and the availability is 30%, the goal (or hiring goal) for females in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be females. Goals/hiring goals should never be implemented as quotas, nor should they be used as criteria in decision-making regarding qualifications.

Job category: a group of jobs that are linked by a common purpose and skill set (or sometimes certificates/educational degrees) and are grounded on the job categories identified by the U.S. Equal Employment Opportunity Commission (EEOC).

Labor market area/Reasonable recruitment area: a geographic area in which an College is seeking a worker in a particular goal unit and where there is an available supply of workers employed or seeking jobs in that goal unit.

Promotion: the appointment of an employee to a position in a class assigned to a salary range which is two or more steps higher at the maximum than the employee's current job class or which requires an increase of two or more steps to pay the employee at the minimum of the new range.

Protected groups: females, persons with disabilities, veterans, and members of the following minorities: Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native (M.S. 43A.02, subd. 33).

Snapshot: one particular point in time. A snapshot of a workforce is taken at one particular point in time as the basis for Affirmative Action Plan analyses because the workforce numbers are always fluctuating.

Supported Work Program: The state legislature established the program in 1987 to expand employment opportunities for people with significant disabilities. but has been expanded to include individuals who experience other significant disabilities, including, but not limited to, head injury, mental illness, and deaf blindness. Under the program, a supported worker must require ongoing support and may share a single position with up to two other supported work employees.

Underutilization: the representation of females Minors, racial/ethnic minorities, or individuals with disabilities in a specific job category is less than reasonably would be expected given from workforce participation in the labor market area.

