

SECTION FOUR – AFFIRMATIVE ACTION PLAN 2012-2014

IX. GOALS AND TIMETABLES¹

EEO Job Group	Women			Minorities/People of Color		
	Number Under-utilized	Goal	Timetable	Number Under-utilized	Goal	Timetable
Officials & Administrator						
Professionals	34	TBD	End of 2012-2014 plan			
Technicians				1	TBD	End of 2012-2014 plan
Paraprofessionals						
Office / Clerical				12	TBD	End of 2012-2014 plan
Skilled Craft	2	TBD	End of 2012-2014 plan	3	TBD	End of 2012-2014 plan
Service Maintenance	8	TBD	End of 2012-2014 plan	10	TBD	End of 2012-2014 plan

X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

Affirmative Action Hiring, Promotions, Tenure, Separations, Training

HIRES

Objective: The University continues to engage all good-faith efforts to hire as diverse and inclusive a workforce in an active, affirmative manner. St. Cloud State University will include all legal and contractual Affirmative Action considerations in hiring processes. It is in the best interests of the university to bring search policies into compliance with best practices and provide consistent information and resources to screening committees and hiring authorities across the university.

¹ Data to determine a more exacting set of goals is not currently available from MnSCU as we don't have synthesized 2010 census data to make educated predictions in this area. Once we are provided the 2010 U.S. Census numbers we will have a more precise portrait of the available workforce in our region and suitable goals will be added.

Responsibility: Equity & Affirmative Action Officer (all unclassified hires) and Human Resources (all classified hires).

Completion Date: Ongoing

Action Steps:

1. The Equity & Affirmative Action and Human Resources Offices will maintain confidential written records dating back a minimum of three years on all hiring procedures, implementation, and activities. Information regarding disparate impact will be produced, maintained, and analyzed annually by the EAAO.
2. The EAAO or HR (classified openings) designee will work with search committees and hiring administrators to monitor and maintain accountability for all hiring processes.
3. The EAAO will review the unclassified applicant pool and the recommended finalists for self-identified diversity and for non-discriminatory reasons for non-selection as they relate to the notice of vacancy. HR is responsible for ensuring the integrity and potential for diversity in the university's classified hiring processes, employing the same standards of review and non-discriminatory reasons for non-selection based on advertised job qualifications.
4. Where there is underutilization in a hiring unit and qualified candidates from Underrepresented Groups are self-identified and available, the EAAO must review all applicant materials germane to the search and the remaining applicant pool. The EAAO will engage the search committee in discussion of the evaluation and review process and the qualifications of all applicants remaining in the pool, as well as any excluded protected class applicants and their qualifications. Ideally these conversations will happen prior to any on-campus interview invitations are extended to applicants.
5. After interviews are completed and prior to any formal or informal offer of employment, the EAAO and the hiring supervisor will review and discuss the interviewees in relation to the notice of vacancy, the application of the evaluation rubric, any underutilization concerns of the department/unit/VP area and attempt to come to a consensus on the needs of the unit and the university. If necessary, the President will be consulted concerning the hiring rationale, reasons for non-selection and the university's commitment to a diverse and inclusive workforce.
6. All SCSU search procedures (unclassified and classified) are located at www.stcloudstate.edu/employeeprocedures.

Evaluation: Annual reports will be provided to the President and Vice Presidential units on underutilization in the workforce of women and protected classes, as well as yearly data on race and gender for unclassified hires. The EAAO recommends that HR provide the same data on all classified hires. The President and the President's Council will continue to receive monthly reports on unclassified searches and hires as well as yearly availability employment data. Annual hiring data is posted on the Equity & Affirmative Action website along with a detailed longitudinal spreadsheet documenting employee hiring since 1995 at SCSU. See: <http://www.stcloudstate.edu/affirmativeaction/data.asp>

PROMOTIONS and TENURE

Objective: Articles 22 and 25 of the IFO contract speak to professional development, evaluation and tenure, promotions and non-renewal of the collective bargaining faculty unit membership. However, the EAAO is acutely aware of historical biases nationally in the tenure process affecting teaching, research (<http://www.carnegiefoundation.org/perspectives/work-matters-should-be-work-counts>), and service impacting women and other underrepresented groups.

While the university continues to apply good faith efforts to promote and tenure employees affirmatively, one of the primary objectives of the process should address academic/intellectual/departamental differences in methodology affecting scholarship. New forms of scholarship, open access, and the continuing quantum shift of technology can create a disparate impact on traditionally underrepresented groups. Quality scholarship remains quality scholarship; however, longstanding majority barriers and gate keeping that significantly narrow the opening and opportunity for those who would use alternative styles, methods and delivery should be addressed by departmental tenure, retention and promotion committees, chairs, deans, the Provost and the President.

Responsibility: Department Tenure, Retention and Promotion Committees, Chairperson, Dean, Provost, President

Completion Date: Annual end of fiscal year snapshot of workforce

Action Steps: **Optimally these conditions would exist, fostered and agreed upon through regular conversations with the IFO association with the Administration and may or may not be consistent with current contractual language. We encourage and welcome open conversations with the IFO to support the Provost's efforts addressing the climate of tenure and promotion reviews.**

1. Each department with tenured faculty should have current, clearly articulated, accessible criteria outlining what is required on a yearly basis to progress through the tenure process of that department.
2. New faculty members should have a meeting scheduled to review the tenure and promotion process with the tenure/promotion committee, or a representative thereof, the department chair, the dean or an IFO representative.
3. A faculty mentor should be assigned, minimally for the first semester; the probationary faculty member is on campus.
4. Discussion/review of the tenure, retention and promotion committee's evaluation should be conducted in a timely fashion for each probationary faculty member. Criteria surrounding tenure and promotion are governed by IFO contract. This affirmative action plan is in no way intended to conflict or contradict said IFO contract.
5. If not contrary to any contractual language, use of one external reviewer with expertise in the probationary faculty member's discipline could prove beneficial to tenure and promotion committees and the faculty member as they are engaged in the application and review of tenure application of probationary faculty. This may become more important as departments branch out into increasingly interdisciplinary units with faculty who hold appointments in multiple departments.
6. Any complaints surrounding the equity, application, fairness or discriminatory effects to the probationary faculty member during the tenure process may be discussed with the EAAO.
7. Where adverse impact is identified, the Equity & Affirmative Action Officer may be a useful resource and should be consulted if at all possible. Confidentiality and IFO contract concerns would be considered in all cases.
8. HR maintains record of promotions and tenure in the personnel files.

Evaluation: Meaningful evaluation of any affirmative action plan relating to faculty is directly correlated to successful recruitment and retention of qualified applicant pools and the application of non-discriminatory reasons for non-selection. There is an alleged historical bias of hiring "known quantities" campus-wide. The creation of a level playing field is

paramount to the university's ability to recruit and tenure women and protected class employees. Thus, several programming options would potentially add to the university's ability at the front end of the recruitment process:

1. Recommend designing and implementing a Dissertation Fellows Program under the guidance of the Provost's Office.
2. The Equity and Affirmative Action Office, in conjunction with the Office of the Provost, should design a Visiting Scholars Program, through the Graduate College available to all academic units with graduate programs.
3. The Office of the President should through all means possible and working with MnSCU, develop a Dual-Career Program to facilitate expedited hiring of spouses and partners in targeted efforts to diversify units across campus whenever possible or the opportunity presents itself.
4. While not exclusive to faculty, a key retention issue is equal access to compensatory benefits. These benefits include health insurance and access to the educational benefit granted solely to spouses. The Equity & Affirmative Action Office desires to take a leadership role in working with the campus and MnSCU in order to become compliant with our non-discrimination statement which says:

St. Cloud State University will provide equal education and employment opportunities to all persons following the Civil Rights Act of 1964 (CRA), as amended, which prohibits certain forms of discrimination in providing educational programs under Title IX and employment under Title VII. Specifically the Civil Rights Act prohibits discrimination based on race, color, national origin, sex, or religion. Federal law also prohibits discrimination based on age, disability, pregnancy and certain Veteran status. The State of Minnesota further prohibits discrimination based on marital status, sexual orientation, receipt of public assistance or membership on a human rights commission.

In compliance with the law and as an integral part of the mission of this university, St. Cloud State University is committed to providing equal education and employment opportunities to all students and employees regardless of race, color, creed, sex, age, religion, marital status, sexual orientation, national origin, disability, and other mentioned immutable characteristics. To carry out this commitment, SCSU not only prohibits discrimination in policy and process, but also takes affirmative steps to prevent sexual and discriminatory harassment in the workplace and classroom. SCSU students or employees with concerns or uncertainty about possible harassment or discrimination are encouraged to contact Ellyn L. Bartges, who is the university Designated Officer, Title IX Coordinator/Officer and the Equity & Affirmative Action Officer (phone 308-5123 or via email at affirmativeaction@stcloudstate.edu). SCSU encourages the university and the community to investigate/read our policies and procedures pertaining to discrimination, harassment and sexual assault, as well as resources available to faculty, staff and students at <http://www.stcloudstate.edu/affirmativeaction/policies>.²

Retention for all bargaining units rests with the respective Vice Presidents responsible for each area. Please refer to Appendix A for each specific name. Given the aforementioned statement, it would be a great time for the university community to come together working in unison to make St. Cloud State University a leader in the MnSCU system for social justice and equality. Building these kinds of programs should have the overall effect of increasing our ability to

² This statement will be amended and updated in 2013 to include gender identity and gender expression.

recruit, hire, retain and promote the most diverse workforce possible. Programs like the aforementioned have proven successful in other state institutions across the country and we should not shy away from adding these programs even in difficult budgetary times. If diversity is driven solely by budget, then by implication the progress St. Cloud State University has made towards diversifying the faculty and staff can be cut at will, instead of being a core value of a large public institution of higher learning. These programs could be adapted in other units benefiting all areas of the university and are not designed solely for academic affairs.³

SEPARATIONS (Attrition, retirement, resignation, death, termination, etc.)

Objective: The University will review all separation proposals for impact on retention and promotion efforts as they relate to affirmative action efforts.

Responsibility: Human Resources and Equity & Affirmative Action and Vice President areas

Completion Date: Annual end of fiscal year snapshot of workforce

Action Steps:

1. The Equity & Affirmative Action Office will review current information obtained from BRIO/Hyperion databases regarding disparities of unclassified and classified employee separation data.
2. The Equity & Affirmative Action Office will serve as a resource to insure separations are in compliance with union contracts.
3. The Equity & Affirmative Action Office should, in consultation with respective bargaining units, review proposed separations prior to any separation to assess disparate impact.
4. Human Resources will review separation decisions reached by hiring authorities to monitor the separation process.
5. In conjunction with Human Resources, use of statistical tests in the analysis of separations will be employed to determine if the difference in the rates is statistically and practically significant.
6. Where adverse impact is identified, the EAA Officer and HR Director will advise the President.

Evaluation: Action steps should ensure non-discriminatory methods of separation are utilized and if a disparity exists, the reasons for the disparity are reviewed and determined to be non-discriminatory in nature. Any review of disparate impact caused by separation should be discussed with the EEO, the HR Director and the Vice President of the unit. The Equity & Affirmative Action Officer provides an annual separation summary to the President based on data obtained from Human Resources.

Following is an analysis of protected group separation data for the period May 16, 2010 to April 30, 2012:

³ As of November 2012, MnSCU approved the addition of “gender identity and gender expression” in the System wide non-discrimination statement. This is an additional reason for adopting more proactive policies for commensurate benefit access.

St. Cloud State University - Separation Summary

May 16, 2010 - April 30, 2012

TOTAL OF ALL CLASSIFICATIONS																					
Type of Separation	Total			White			Total Minority			Black			Asian			Hispanic			American Indian/Alaska Native		
	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Deceased (D)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dismissal	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Layoff	4	4	0	3	3	0	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0
Nonrenewal (N)	6	4	2	5	4	1	1	0	1	1	0	1	3	1	2	3	1	2	1	0	1
Resignations (Q)	80	35	45	66	30	36	12	5	7	5	2	3	3	1	2	3	1	2	1	0	1
Retirement (R)	30	14	16	28	12	16	2	2	1	2	2	0	2	2	0	1	0	1	0	0	0
Retirement w/Early (E)	68	29	39	63	25	38	5	4	1	1	1	1	2	2	2	2	1	1	0	0	0
Termination	23	12	11	23	12	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	7	4	3	7	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTALS	219	103	116	196	91	105	21	12	10	9	5	5	10	6	6	10	4	6	2	0	2

							10%			4%			5%			5%			1%		
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Note: 2 Unknowns listed (did not self-identify) not included in Minority counts & %'s

Retention-Separation Analysis - Adverse Impact		
Type of Separation	#	%
Deceased (D)	0	0%
Dismissal	1	0%

Exhibit 4.4.g.2: SCSU Affirmative Action Plan - Hiring

Layoff	4	2%
Nonrenewal (N)	6	3%
Resignations (Q)	80	37%
Retirement '(R)	30	14%
Retirement w/Early (E)	68	31%
Termination	23	11%
Transfer	7	3%
TOTAL	219	100%

Type of Separation by EEO Category	#	%
Officials & Administrators (220)	11	5%
Professionals (209,211,213)	115	53%
Technicians (204,205,207)	4	2%
Paraprofessionals (214,216)	31	14%
Office/Clerical (206,217)	32	15%
Skilled Craft (202)	8	4%
Service Maintenance (203)	18	8%
TOTAL	219	100%

The separation analyses data for the period May 16th, 2010 through April 30th, 2012, indicates no unexpected areas of concern with regard to the differences in rates of separations within each job

classification⁴ and ethnic groupings for underrepresented groups. The analysis indicates the following:

- Of the 219 total separations, 196 or 89% were White and 21 or 10% were Minority; (4%) Black, (5%) Asian, (5%) Latino/Hispanic and (1%) American Indian).⁵
- 103 (47%) of separated employees were male while 116 (53%) of those separated were female.
- 98 employees retired either through early retirement (BESI = 59), or those who retired through regular attrition. Hence, 45% of separations were due to Retirement and 36% (80 employees) were due to Resignation, with the remaining balance (18%) split between other types of separation.
- Among the seven EEO category job groups, separations are as follows: Eleven people or 5% were Officials & Administrators, 115 people or 53% were Professionals (see footnote), four or 2% were Technicians, 31 or 14% were paraprofessionals, 32 people or 15% were Office/Clerical, eight employees or 4% were Skilled Craft and 18 people or 8% were from the Service Maintenance classification.

PRE-REVIEW OF CONTRACTUAL LAYOFFS

St. Cloud State University will make lay-off determinations consistent with applicable collective bargaining agreements and personnel plans <http://www.stcloudstate.edu/humanresources/union.asp>. Proposed layoff decisions will be reviewed by the Equity & Affirmative Action Officer/Designated Officer to proactively evaluate any effect on St. Cloud State University's affirmative action and diversification program. These conversations will happen with the respective vice-presidential areas and with consideration of collective bargaining unit contracts prior to any final layoff decisions.

NON-DISCRIMINATION TRAINING EDUCATION

Objective: Working with collective bargaining units' campus wide, providing leadership and support to increase participation in the training and education to campus constituents about nondiscrimination and responsibilities to prevent prohibited discrimination and sexual harassment

Responsibility: Equity & Affirmative Action Office and Vice Presidents, Deans and Directors

Completion Date: Ongoing

Action Steps:

⁴ During this period there was a landmark reorganization of academic affairs at the departmental and college levels. Certainly the "Professionals" job group comprised of faculty, (IFO), staff, (MSUAFF) and health professionals experienced a decrease in retention. The decrease was anticipated and campus wide discussions of process and future direction of the university were extensively examined, strategized and vetted through the Meet and Confer process. Some colleges were dissolved and evolved into new schools, some colleges were reorganized into different functional units and some colleges were left as they were. The opportunity for BESI retirement incentives for early retirement was extended to IFO and select AFSCME bargaining unit members.

⁵ Use of actual numbers in smaller subsets of data is inappropriate as individual employees may be identifiable which is not our intent or acceptable practice among Affirmative Action professionals.

1. Working through all campus constituency groups and labor agreements, strive for annual growth of employee participation in the online discrimination and harassment training programs.
2. Continue to educate and serve as a resource for hiring supervisors about their role in preventing discrimination.
3. Keep on-line trainings up to date and relevant to a higher educational environment.
4. EAAO will serve as the campus-wide resource for programming, lectures, and guest speaking on preventing discrimination and sexual harassment whenever asked.
5. The EAAO will provide supervisory units completion data for the online training for their respective units in order to more fully provide notification of who has not completed the training.
6. The EAAO will send an annual notification in the fall alerting employees who have not completed the training of the potential for individual liability if a harassment case is brought against them and they have not completed the training made available to them at significant cost by the university.
7. The EAAO will serve as a neutral resource to assist the campus community in understanding the 1B.1 and 1B.1.1. MnSCU complaint policy and process.

Evaluation: The Equity & Affirmative Action Office will track all training completions and inform the President, Vice-Presidents, Deans, and Supervisors of completions for their respective units.

XI. METHODS OF AUDITING, EVALUATING, REPORTING PROGRAM SUCCESS (A.P. 19.1; Rule 3905.0400 (I))

AUDITING - Pre-employment Review Process

A complete and comprehensive search and hiring procedures website www.stcloudstate.edu/employee-procedures is well established for department supervisors/managers, search personnel and search committees. This site incorporates HR and EAAO pre-employment review processes for classified and unclassified hiring (see Appendix C-J).

EVALUATING and REPORTING Program Success

1. An underutilization report is established each year and disseminated to vice-presidential areas that will disseminate this information to deans, directors, and hiring supervisors. This information is intended as a guide for hiring authorities working with search committees to recruit and successfully hire underutilized populations based on the most current available.
2. The EAAO produces an annual report for the president detailing the results of hiring for the fiscal year.
3. A database of complaints documenting ongoing and end of the year review and analysis is maintained by the EAAO. Concerns and complaints data for FY2011 and FY2012 YTD are as follows:

Complaints/Concerns – 2011 calendar year (68 total)

Types of Complaints: 1-ADA Accommodation; 1-Assault; 22-Discrimination; 18-Harassment; 6-Retaliation; 8-Sexual Assault; 4-Sexual Assault/Rape; 18-Sexual Harassment

Basis: -3-Age; 2-Color; 7-Disability; 9-National Origin; 14-Race; 4-Religion; 45-Sex; 3-Sexual Orientation.

In addition, there were 27 other concerns/consultations as follows:

- 2 Student Harassment
- 4 LGBT
- 1 Search/Committee concern (classified)
- 1 Student Hostile Environment (veteran)
- 3 Race / H.E.-1; Gender-1; General-2 (1off campus)
Dept. Hostile Environment / Race-3; Religion-2; Gender-3;
- 9 Seniority-1
- 2 Re-Hire based on Rel/Race
- 1 Student Employment based on Race
- 3 Sexual Harassment (Title IX-2)
- 1 Pregnancy

Complaints/Concerns – 2012 calendar year (51 total YTD)

Type of Complaint: 8-Discrimination; 9-Harassment; 1-Pregnancy; 2-Retaliation; 1-Search Committee Issue; 4-Sexual Assault; 1-Sexual Assault/Rape; 25-Sexual Harassment

Basis: 1-Age; 1-Color; 2-Disability; 1-National Origin; 5-Race; 1-Religion; 36-Sex

In addition, there were multiple other concerns/consultations, which have not yet been summarized here.

- 4. An end of fiscal year applicant report is created detailing gender, race and advertising source for all who self-identified when they applied online.

XII. RECRUITMENT PLAN (A.P. 19.1; M.S. 43A.191, Subd. 3(c)(1))

The objective of this recruitment plan is to ensure our agency recruitment programs are publicly marketed, attract and obtain qualified applicants, enhance the image of state employment and to assist in meeting our agency affirmative action goals to achieve a diverse work force.

Listed below are various recruitment methods or strategies utilized by this agency during the past year.

A. Advertising Sources

The objective of the recruitment plan is to engage in widespread and diverse notification of employment opportunities to yield diverse and vibrant applicant pools for all hires into positions of

50% FTE or more. Routinely, ads are placed on appropriate websites and in some publications, including but not limited to the Chronicle of Higher Education (print ad & web postings), SCSU and MnSCU Employment Opportunities, Minnesota Diversity, Higher Ed Jobs, Higher Education Recruitment Consortium, Insight into Diversity, Inside Higher Ed, Jobs for Veterans website, Minneapolis Star Tribune newspaper (print ads & web postings) and the St. Cloud Times newspaper (includes online posting at Careerbuilders.com) and discreet academic disciplines professional journals and websites. A total of \$32, 286 was spent by the Office of Academic Affairs toward paid advertising in FY 2011 and \$35, 981 in FY 2012.

B. Job and Community Fairs

No Job or Community Fairs have been attended over the last 2 years. Instead we have spent our resources in outreach –one or two meetings with DEED and one with WACOSA to recruit minorities and disabled persons. Other recruitment strategies for classified positions have included statewide postings, professional publications postings, and posting with the diversity contractors through the Equity & Affirmative Action Office. Human Resources also do a fair amount of supervisor coaching on recruitment strategies.

C. College and University Recruitment Events

None.

D. Recruitment for Persons with Disabilities

Recruitment of persons with disabilities includes SCSU vacancy postings on Minnesota Diversity, Higher Education Recruitment Consortium websites that includes distribution to organizations for workers with disabilities. Additional recruitment sites will be utilized for future postings and include GettingHired (www.gettinghired.com), a social networking and job portal; AbilityLinks (www.abilitylinks.org), a free nationwide job opportunity website for persons with disabilities; as well as the Minnesota and Illinois Job Banks sites. Additional recruitment strategies may include:

- a. Develop meaningful relationships with organizations that represent individuals with disabilities and strategize about appropriate efforts to recruit and hire disabled individuals; locally Human Resources and Equity & Affirmative Action have collaborated in fruitful development of external relationships with workforce training group WASECO.
- b. Review recruiting, application, selection and hiring practices to make sure they provide mechanisms for individuals with disabilities to obtain reasonable accommodations as needed;
- c. Review and audit internal policies and processes regarding the provision of accommodations;
- d. Review job descriptions and other materials to ensure the actual essential job functions for each position have been identified to facilitate meaningful discussions with employees or applicants for employment about accommodations;
- e. Train managers and other employees about the benefits of hiring individuals with disabilities (and diversity generally), what the law requires, and the organization's commitment to recruiting, hiring and promoting qualified disabled individuals; and
- f. Consider partnering with third party agencies or organizations with expertise in this arena to assist with outreach, hiring and retention of individuals with disabilities.

E. Relationship Building and Outreach

See D above.

F. Internships

St. Cloud State University recognizes the value of internships and their critical role in student development and community engagement and enrichment. Internships provide the highly valued experience that employers seek and can be done locally, nationally and internationally. Faculty Internship Coordinators in all colleges work to provide opportunities for students to apply their classroom learning to the workplace. The SCSU Career Services Center assists with the communication and coordination of internship resources for employers, faculty and students. For more information, contact Bobbi Murphy, Assistant Director for Internships and Employer Relations, Career Services Center, by phone at (320) 308-3753 or by email at ramurphy@stcloudstate.edu.

G. Supported Employment (M.S. 43A.191, Subd. 2(d))

The Human Resources Office will review vacant positions to ensure the Essential Functions are accurate and appropriate and to determine if a supported employment worker(s) might perform job tasks. When a list of supported worker candidates are provided by MMB or other government and private agencies, the Human Resources Office will work with the hiring supervisors to give consideration to and hire qualified individuals for supported employment.

This agency supports the employment of individuals with disabilities and we are working with community organizations that provide employment services to people with disabilities to recruit for these positions.

H. Additional Recruitment Activities

- Personal contacts with colleagues, unit heads, department chairs, dissertation advisors, in departments nationally similar to the one where the vacancy exists, seeking assistance in identifying qualified minorities and persons with disabilities and others who may be interested in the position.
- Screening committees should post approved NOV's on all discipline specific listservs and bulletin boards relevant to the job opening.
- Departments and screening committees shall post approved NOV's at local, regional and national convention employment job areas.
- For director and above positions, the respective vice-presidential unit will pay for print ads in national publications focused on the recruitment of diverse individuals (e.g. Insight into Diversity, Diversity Inc., Hispanic Outlook in Higher Education, Women in Higher Education, Indian Country Today, and disability and veteran websites).
- Hiring departments will identify publications and/or venues specifically aimed at women and other underrepresented groups in the discipline a job opening exists and submit the NOV for electronic distribution or print distribution in one of those areas (e.g. Society of Black Engineers, Minorities in Nursing, Assoc. for Women in Science, Psychology Division 44 Newsletter).
- Notices of Vacancy are posted on the bargaining unit bulletin board in each campus building.
- Use of placement services in professional organizations (e.g. NASPA-Student Affairs Administrators in Higher Ed and NAFSA-Association of International Educators)

- Additional recruitment sources as well as complete comprehensive hiring procedures are available on the SCSU Employment Procedures website at: <http://www.stcloudstate.edu/employeeprocedures/resources.asp>.
- The Equity & Affirmative Action Office requires a full list of all screening committees and monitors representation from underrepresented groups. A good faith effort is required to ensure diverse committee membership. Such efforts are part of the search record.
- The risk of over burdening people of color exists when one group of employees are asked to be responsible for diversifying all screening committees on campus. The need for diversity on screening committees is real and desired; however, the ease with which departments can shirk responsibility for a lack of diversification in their areas by relying on diverse members of the campus community from other areas could present an undue burden on the time and productivity of underrepresented group employees. That said, departments should strive with great purpose to diversify their departments as soon as possible for the benefit of the populous they serve and the veracity of the department itself. The EAAO no longer supports random selection of underrepresented groups as screening committee members in areas outside of their academic or intellectual/employment specialty or interests. The settlement that mandated this practice is no longer in effect. Diversity should not be concentrated in a few clustered departments across the university, but rather should be woven into the entire fabric of the university. It is a goal of the EAAO to assist all units seeking to hire new employees to attract as qualified and diverse an applicant pool as possible so the hiring department has choices enabling them to meet or exceed state and national availability benchmarks whenever possible.
- Materials are available in alternative formats when requested and meeting locations are accessible.
- The Equity & Affirmative Action Officer, the Human Resource Director or members of specific screening committees as appropriate, may attend Job Fairs.

XIII. RETENTION PLAN (M.S. 43A.191, Subd. 3 ©(2); A.P. 19.1)

- A. Direct supervisors should obtain information as much as possible as to why employees have left. Additionally, Human Resources staff sends out a link to an online Exit Interview form to every exiting employee to complete. The data is collected by HR and reviewed by the Director and Assistant Director of HR. It is their responsibility, in consultation with the supervisor and Equity & Affirmative Action Office, to determine if the workplace is contributing to turnover and make appropriate changes. Annually, the Equity & Affirmative Action Office provides underutilization information and current demographic data for faculty and administrative units to the hiring administrators and search committees. It is the responsibility of the President, vice presidents, deans, supervisors and managers, Human Resources Director and Equity & Affirmative Action Officer to promote retention of employees from underrepresented groups.
- B. SCSU is committed to monitoring, evaluating, and reporting successful hiring, promotion and retention of underrepresented groups campus wide. Actions promoting the retention of protected group members have been, and continue to be promoted on the SCSU campus. Activities supporting retention efforts include, but are not limited to, an ongoing series of interactive and educational activities planned annually, in collaboration with the respective Vice-Presidential areas. A selected sample of these activities, centers and groups includes:

- Convocation for faculty and staff prior to fall and spring semesters.
- Rolling new employee orientation.
- Offering Racial Issues classes required for all SCSU students.
- A myriad of cultural nights during the course of the year for students, employees and open to members of the greater St. Cloud community.
- New student orientation activities.
- Center for International Studies new international student orientation activities.
- Opportunities for travel, study abroad and hosting international students and scholars attending/visiting SCSU. Also Fulbright opportunities.
- A variety of diversity-oriented/focused committees campus wide welcoming contributions from all:
 - Cultural Diversity Committee
 - Faculty and Staff of Color Caucus
 - Student cultural organizations
- Eight dedicated resource centers serving the greater campus community and underrepresented groups:
 - **American Indian Center** (www.stcloudstate.edu/aic) responds to the self-defined educational needs and goals of the current American Indian students and communities alike. Contact: (320)308-5449; email aic@stcloudstate.edu.
 - **Center for Holocaust and Genocide Education** (www.stcloudstate.edu/chge) An office to develop education and training in the nature of anti-Semitism and hate that leads to private or state-sanctioned brutality and murder. Contact: (320)308-4205; email chge@stcloudstate.edu.
 - **LGBT Resource Center** (www.stcloudstate.edu/lgbt) is dedicated to providing an inclusive and educational environment for all SCSU students, staff, faculty, alumni, allies, and the community at large. Contact: (320)308-5166; email lgbt@stcloudstate.edu.
 - **Multicultural Resource Center** (www.stcloudstate.edu/mrc) provides services and resources for students, faculty and community members to research, teach about, and broaden their knowledge of historically excluded racial and ethnic groups of color in the United States. Contact: (320)308-6476; email: mrc@stcloudstate.edu.
 - **Multicultural Student Services** (www.stcloudstate.edu/mss/) is a resource for students who need assistance with financial aid concerns, housing, tutoring, social-cultural issues, and academic support. The role of the office is to create and maintain an environment that promotes cultural understanding and appreciation for all members of the university community. Contact: (320)308-3003; email mss@stcloudstate.edu.
 - **Student Disability Services** (www.stcloudstate.edu/sds) provides access to academic programming and advocacy for students with disabilities in the pursuit of educational goals. Contact: (320)308-4080; email sds@stcloudstate.edu.
 - **Veterans Resource Center** (www.stcloudstate.edu/veterans) provides veterans with internal and external resources available to them. Contact: (320)308-4040; email veterans@stcloudstate.edu
 - **Women's Center** (www.stcloudstate.edu/womenscenter)
With passion and purpose to end sexist oppression, the Women's Center promotes a safe, inclusive and engaged community through advocacy, education, alliance-building and women's leadership. Contact: (302)308-4958; email womenscenter@stcloudstate.edu.

- Web-based training, *Preventing Workplace Discrimination*, located at http://training.newmedialearning.com/top_level/stcloudu/index.htm is required training for all supervisors and managers. It is the goal of this office to expand that to include all employees, graduate assistants and student employees. Ostensibly, due to multiple union contractual obligations, this training is not currently required of all employees. This training consists of two segments: A) **Preventing Employment Discrimination**, and B) **Preventing Sexual Harassment** and is based on federal and state policy and laws. The training has been contracted from an outside vendor, New Media Learning, LLC, since 2006 and is updated as of February, 2010. A link to this training and all policies are included on the Equity & Affirmative Action Office website www.stcloudstate.edu/affirmativeaction.
Contact: (320)308-5123; email affirmativeaction@stcloudstate.edu
- *Community Anti-Racism Education (CARE)* (www.stcloudstate.edu/care) This training is mandatory for all new employees. It addresses racism by developing definitions, terms and vocabulary for a discussion of race. A team of approximately 10 campus members is trained to take this seminar (1/2 day, full day or 2-1/2 day) out to the campus and the surrounding community, to help individuals and groups probe their assumptions about people of different races, to gain insight into the invisibility of white privilege, and the perspectives of minority populations.
Contact: (320)308-2214; email care@stcloudstate.edu

PROMOTIONS

As the Equity & Affirmative Action Officer, I continue to be watchful and concerned with the promotion of women and minorities campus wide. To date, based on the number and variety of concerns raised in our office surrounding evaluation of credentials at the start of employment (how new entering salaries are calculated/credited) and the past history and on-going alleged gender biased assignment of salary and titles to current employees hired into *new* job titles within the university, the EAA Office needs to participate in a campus climate survey involving several areas and environments existing on campus. The administration made a public commitment to conducting a campus climate survey during the spring semester 2013 which should provide the university community with some useful data and thoughts on the process of promotions at SCSU.