AFFIRMATIVE ACTION PLAN

FOR WOMEN AND MINORITIES

UNIVERSITY OF DALLAS

The Catholic University for Independent Thinkers

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FOR WOMEN AND MINORITIES

INTRODUCTION

Affirmative Action Plan for the Attraction and Advancement of Women and Minorities

"Catholic teaching and discipline are to influence all university activities, while the freedom of the conscience of each person is to be fully respected. Any official action or commitment of the University is to be in accord with its Catholic identity." (Ex Corde Ecclesiae, Pope John Paul II, 1990)

January 1, 2020 – December 31, 2020

University of Dallas

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Commitment to the Dignity of the Human Person

The University of Dallas as a Catholic university is committed to the preservation and advancement of the dignity of the human person. In its social teaching, the Church defines work as a central component of life that impacts and defines human dignity. The Church challenges all employers to advance human dignity through respectful treatment in employment, just wages, and the advancement of all classes of people through work, especially those facing specific challenges such as individuals with disabilities.

The University of Dallas embraces the call for advancing human dignity in work, and has elected to engage in a program of affirmative action in its pursuit. Affirmative action is defined by federal legislation and executive order, and for which the university through its standing as a federal grantee is subject to its requirements. The University is committed to the attraction and advancement of women, minorities, veterans and qualified individuals with disabilities through a systematic program of recruiting, development, and pay equity.

The University, in its pursuit of advancing human dignity at work, strives to act in accordance with the requirements of Executive Order 11246 (as amended), and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR 60-2. It adopts this plan in good faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR 1608.5).

This plan applies to all employment operations of the University in all of its divisions, colleges, and locations.

Affirmative Action Plan

The University of Dallas develops an annual affirmative action program as one of several tools to implement the affirmative action policies effectively. The form, language and analysis of the program necessarily complies with the requirements of 41 CFR 60-2, et seq. (affirmative action programs) and other regulations established pursuant to the provisions of Executive Order 11246 and all other civil rights related laws and regulations that have or may be enacted, as amended. Accordingly, terminology such as "problem areas" and "utilization analysis" appearing in this affirmative action program is that which the University is required to use by these regulations. The criteria used in relation to these terms are those

specified by the Government. These terms have no independent legal or factual significance whatsoever. Although the University of Dallas uses this terminology and methodology in connection with this affirmative action program and the affirmative action policies, such usage does not necessarily signify that the University agrees that these terms properly apply to any particular factual situation.

Information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

Access to Plan

The University of Dallas shall maintain and renew its plan annually. The plan is available for inspection on all regular business days of the University, Monday through Friday, 9 am to 5 pm, in the Office of Human Resources (Farrell Hall, 1st floor). Additionally, the plan can be viewed on the Office of Human Resources website.

Questions regarding the plan should be addressed to the Office of Human Resources at (972) 721-5382.

Plan Definitions

Affirmative Action: the concerted and proactive efforts to attract and advance women, minorities, veterans, and individuals with qualified disabilities with special attention to fields and employment categories in which they are underrepresented relative to their presence in the relevant labor market. Affirmative action plans are built upon the placement goals identified in the assessment of employee utilization relative to availability.

Discrimination: the illegal differentiation in the terms and conditions of employment based on protected class membership. Systemic discrimination may occur when unequal treatment results from institutional policies that have or continue the effect of discrimination against a protected class.

Equal Employment Opportunity: the right of each person to apply and be evaluated for employment opportunities without regard to protected class status except in those cases where there are bona fide occupational qualifications, bona fide seniority systems, or other provisions allowed by law for application in determining terms and conditions of employment.

Minority: individuals who self-identify as a member of one or more of the five groups defined by the Equal Employment Opportunity Commission: Asian, Hispanic or Latino, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, Black or African American, White, or have identified as being of Two or More Races.

Placement goals: benchmarks defined by the gaps between employee utilization and availability that are used for guiding and evaluating affirmative action programming. Placement goals should never be regarded or implemented as quotas, nor should they be used as criteria in decision making over qualifications and merit.

Protected class: a categorization of individuals based on a characteristic defined by law. Common protected class categorizations include but are not limited to age, color, disability, ethnicity, national origin, race, religion, sex, or veteran status.

Data Sources

All workforce data in the plan is compiled and analyzed by the Office of Human Resources from the University's database. The employment database is dynamic, so a static workforce file is created on the first business day of January. Faculty members serving in executive roles, such as President, Vice President, Provost, Dean or Associate Provost, are regarded as management and are not included in academic department data.

Equal Employment and Affirmative Action Policy Dissemination

The Equal Employment Opportunity and Affirmative Action policy is published regularly in the following outlets:

1. University of Dallas Employee Handbook
2. University of Dallas Faculty Handbook
3. Rome Campus Handbook
4. Faculty Search Handbook

Equal employment opportunity posters and other required notices are displayed adjacent to the entrance of the second floor break room in Farrell Hall and in the Facilities Building on the Irving Campus and at the business office of the Rome Campus.

The plan shall be reviewed in new employee orientations and in the orientation and training for faculty search committees.

Advertisements for employment shall state, "*The University of Dallas seeks to recruit, develop, and retain faculty, staff, and administration of the highest caliber. The University is an Equal Opportunity Employer, and encourages applications from female and minority candidates and others who will enhance our community and advance our Mission.*" or "*EEO/AA/Vet/Disability employer,*" and, when possible, include the address for the webpage of the human resources office.

DESIGNATION OF RESPONSIBILITY
41 CFR Section 60-2.17(a), 60-2.10(b)(2)(i)

Responsibility for Implementation

The President of the University of Dallas is primarily responsible for leading its commitment to safeguarding the human dignity of all of its employees, and by extension for the success of its affirmative action program. The President reviews and approves the annual plan and approves policies directly relevant to its implementation. The President reviews and approves all hiring, promotion, and compensation actions.

The Director of Human Resources is primarily responsible for overseeing the University's human resource philosophy and strategy. The Director guides and oversees the development of policies, procedures, and programs across the University to promote the attraction and advancement of women, minorities, veterans, and qualified individuals with disabilities and coordinates with University Vice Presidents to promote their implementation. In addition, the Director oversees the annual review of staff salaries and the assessment of equity in faculty salaries.

The Director of Human Resources is primarily responsible for annually updating the plan and for the operational strategies and initiatives necessary to implement the plan. The Director annually reports on affirmative action progress to the President. The Director observes key faculty committees involved in hiring and promotion and reviews and approves all applicant pools. The Director manages the implementation of affirmative action initiatives.

The Vice Presidents and Provost ensure the implementation of all human resource and affirmative action policies and programs within their respective divisions. They review, and when necessary correct, the human resource decisions of their directors and supervisors. They act as operational champions of the affirmative action program within their divisions.

Deans, directors, department chairs, managers, and supervisors are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action goals within their units. They shall follow all human resources policies and procedures in the hiring and management of their employees.

Executive and Affirmative Action leadership of the University include:

Richard Husseini, Chair of the Board of Trustees
Thomas Hibbs, President
John Plotts, Executive Vice President
Mary Fleck, Director of Human Resources
Jonathan J. Sanford, Provost
Heather Lachenauer, General Counsel & Board Secretary
Jason Trujillo, Vice President, University Advancement
Peter Hatlie, Director, Dean and Vice President, Rome
Brett Landry, Dean, Satish & Yasmin Gupta College of Business
Joshua Parens, Dean, Braniff Graduate School of Liberal Arts
David Andrews, Interim Dean, Constantin College
Theodore Whapham, Dean, Ann & Joe O. Neuhoff School of Ministry
John M. Norris, Associate Provost
Vicky Morris-Dueer, Assistant Provost
Ryan Reedy, Assistant Provost

Equal Employment Opportunity Coordination

Dr. Mary E. Fleck has overall responsibility for implementation of the Equal Employment Opportunity Policy as the Equal Employment Opportunity (EEO) Coordinator, and assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level.

Responsibility for the implementation and monitoring of the affirmative action program rests with the EEO Coordinator, whose responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures when appropriate.
3. Developing an internal audit and reporting system that:
    a. Identifies areas that require remedial action, and develops programs to correct those problem areas.
    b. Determines the degree to which the goals and objectives are reached.
4. Monitoring the following internal practices:
    a. Proper display of EEO posters and policies.
    b. Full participation of minority, female, disabled, and veteran employees in all University of Dallas sponsored educational, training, recreational, and social activities.
5. Assisting management in solving any identified problems. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Keeping management informed of the latest developments in the equal employment opportunity area.
7. Assisting employees in solving problems and resolving EEO complaints.
8. Serving as a liaison between University of Dallas and appropriate women and minority groups.
9. Serving as a liaison between University of Dallas and appropriate EEO enforcement agencies.

ORGANIZATIONAL PROFILE
41 CFR Section 60-2.11

The University of Dallas is a non-profit, private university affiliated with the Roman Catholic Church. It was established in 1956, and its academic enterprise is composed of the library and four schools: Braniff Graduate School of Liberal Arts, Eugene Constantin College, Satish & Yasmin Gupta College of Business, and the Ann & Joe O. Neuhoff School of Ministry. The University has two campuses, the main campus in Irving, TX and the Eugene Constantin Campus near Rome, Italy. The University of Dallas offers a substantial portion of graduate coursework online, and has faculty located across North America and students residing globally.

The University attracts a domestic and international diversity of students. Over 1,400 undergraduate students come from approximately 47 states and 19 countries. Over 1,000 graduate students come from 44 states and 25 countries. Of the undergraduate students, 36% self-report as minorities and 74% as Catholic. Of the graduate students, 45% self-report as minorities and 34% as Catholic.

**JOB GROUP
ANALYSIS**
41 CFR Sections 60-
2.1(e), 60-2.12, 60-2.13,
60-2.17(b)(1)

Workforce by Job Groups

The Job Group Analysis groups jobs with similar content, wage rates, and opportunities into job groups. Job Groups are listed in Appendix A (Job   Group List)

Placement of Incumbents in Job Groups

This analysis includes a list of the job titles that constitute each job group. For a detailed listing of University of Dallas jobs organized by Job   Group, see Appendix B (Job List). University of Dallas states separately the percentage of minorities and the percentage of women it employs in   each job group established pursuant to Sec. 60-2.12.

Job Group Analysis Report Summary

For a detailed report on the percentage of minorities and the percentage of women the University of Dallas employs in each job group, see Appendix C (Job Group Analysis Report). Below is a summary of workforce totals and percentages by gender, then by minority group, status.

	Males							Females						
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
Plan Totals :	244	186	9	31	6	1	0	11	234	152	20	40	12	1	1	8
Plan Percentages :	51.0	38.9	1.9	6.5	1.3	0.2	0.0	2.3	49.0	31.8	4.2	8.4	2.5	0.2	0.2	1.7

AVAILABILITY
41 CFR Section 60-2.14, 2.15

Determining Availability

Availability is an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

The University of Dallas separately determines the availability of women and minorities for each job group. To determine availability, the University of Dallas considers the following factors:

1. The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the University usually seeks or reasonably could seek workers to fill the positions in question. 41 C.F.R. 60-2.14(c)(1). We break down this factor into three subcategories to more clearly identify the rationale behind it. 41 C.F.R. Section 60-2.14(e) states that, "For each job group, the reasonable recruitment area must be identified, with a brief explanation of the rationale for selection of that recruitment area." Factor 1a considers the percent of women and minorities with requisite skills in a local recruitment area. The most current U.S. Census data is used to derive the availability of women and minorities. If this factor is used, it is because the University of Dallas recruits, and many of its applicants live within the local recruitment area, or because we plan on recruiting in this region in the future. Any recruitment practices unique to a job group are noted on the Availability Analysis. Factor 1b considers the percent of women and minorities with requisite skills outside the local recruitment area. The most current U.S. Census data is used to derive the availability of women and minorities. If this factor is used, it is because we recruit and some of the applicants live beyond the local recruitment area, or because we plan on recruiting in this region in the future. Any recruitment practices unique to a job group are noted on the Availability Analysis. Factor 1c considers the percentage of women and minorities in schools and training institutions where the contractor might reasonably recruit. If this factor is used, it is because we post or plan to post available positions at local training institutions, or because many of the applicants who respond to open positions are graduates of these training institutions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

2. The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization who could, with appropriate training that the contractor is reasonably able to provide, become promotable or transferable during the AAP year. 41 C.F.R. 60-2.14(c)(2). This second factor is divided into two subcategories to more clearly identify the rationale behind this recruitment factor. Factor 2a considers the percentage of women and minorities promotable and transferable within the contractor's organization. If this factor is chosen, it is because we fill positions by recruiting from within the workforce either through promotions or transfers. Internal applicants normally apply for these positions. Any recruitment practices unique to a job group are noted on the Availability Analysis. Factor 2b considers the percentage of women and minorities trainable within the contractor's organization that with appropriate training, which the contractor is reasonably able to provide, become promotable or transferable during the AAP year. If this factor is chosen, it is because we fill positions internally through promotions following training methods such as:

apprenticeship programs, enrollment in a college or trade institution, on-the-job training. Any recruitment practices unique to a job group are noted on the Availability Analysis.

Availability Analysis

For detailed availability analyses tables, see Appendix D (Availability Analysis). Below is a summary of the utilization organized by job group.

Utilization Summary

01A Exec./Senior Offs & Mgrs. (Total Employees: 18)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	7	4
Total Availability %	37.4	18.2
Current %	38.9	22.2
Placement Goal?	No	No

01B First/Mid Offs & Mgrs. (Total Employees: 39)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	18	11
Total Availability %	53.5	23.9
Current %	46.2	28.2
Placement Goal?	No	No

02A Professionals - Faculty (Total Employees: 151)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	65	28
Total Availability %	24.8	12.2
Current %	43.0	18.5
Placement Goal?	No	No

02B   Professionals - Faculty Adjunct (Total Employees: 73)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	23	18
Total Availability %	47.6	32.8
Current %	31.5	24.7
Placement Goal?	Yes	No

02C   Professionals Staff (Total Employees: 92)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	57	27
Total Availability %	56.8	29.5
Current %	62.0	29.3
Placement Goal?	No	No

003   Technicians (Total Employees: 2)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	2	1
Total Availability %	45.7	27.0
Current %	100.0	50.0
Placement Goal?	No	No

005   Administrative Support Workers (Total Employees: 63)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	52	31
Total Availability %	85.5	32.3
Current %	82.5	49.2
Placement Goal?	No	No

006   Craft Workers (Total Employees: 12)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	2	5
Total Availability %	4.1	51.6
Current %	16.7	41.7
Placement Goal?	No	No

008   Labors and Helpers (Total Employees: 6)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	1	5

	Female	Minority
Total Availability %	16.8	71.4
Current %	16.7	83.3
Placement Goal?	No	No

009 Service Workers (Total Employees: 22)

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current #	7	10
Total Availability %	33.4	55.6
Current %	31.8	45.5
Placement Goal?	No	No

University Totals

University Totals		
Employees	*Female*	*Minority*
478	234	140

PLACEMENT GOALS
41 CFR Sections 60-2.15 – 2.16

Comparing Incumbency to Availability

The University of Dallas compares the percentage of women and minorities in each job group determined pursuant to Sec. 60-2.13 with the availability for those job groups determined pursuant to Sec. 60-2.14. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, a placement goal is established in accordance with Sec. 60-2.16.

Placement Goals

Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity.

The establishment of a goal under Sec. 60-2.15 is neither a finding nor an admission of discrimination.

Where, pursuant to Sec. 60-2.15, a placement goal for a particular job group is established, a percentage goal is equal to the availability figure derived for women or minorities, as appropriate, for that job group.

In establishing placement goals, the following principles from Sec 60-2.16(e) also apply:

1. Placement goals are neither rigid nor inflexible quotas, nor are they considered to be either a ceiling or a floor for the employment of particular groups.
2. All employment decisions are made in a nondiscriminatory manner. Placement goals are not used to extend a preference to any individual, select an individual, or adversely affect an individual's employment status on the basis of that person's race, color, religion, sex, national origin, genetic information, protected veteran status, age, or disability.
3. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
4. Placement goals are not used to supersede merit selection principles.

Annual Goals Report

01A   Exec./Senior Offs & Mgrs.

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

01B   First/Mid Offs & Mgrs.

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

02A   Professionals Faculty

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

02B   Professionals - Faculty Adjunct

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	47.6	0.0

02C   Professionals Staff

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

003   Technicians

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

005   Administrative Support Workers

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

006   Craft Workers

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

008   Labors and Helpers

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

009   Service Workers

Test Used: Two Standard Deviations with Whole Person Rule

	Female	*Minority*
Current Placement Goals %	0.0	0.0

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IDENTIFICATION OF PROBLEM AREAS
41 CFR Section 60-2.17(b)

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As part of the monitoring practice, an analysis of personnel matters is conducted. The following items are considered:

1. Composition of the workforce by minority group and sex. Good faith placement goals are established where necessary.
2. Personnel activity including applicant flow, hires, terminations, promotions, and other personnel actions.
3. The University of Dallas evaluates its compensation system to determine whether there are gender-, race-, or ethnicity-based disparities.
4. Recruitment and selection process

Workforce Evaluation

The University of Dallas evaluates its internal workforce by organizational unit and job group to determine whether there are problems of minority or female utilization. The University has a total of 478 employees with 234 females and 140 minorities included in this plan. The availability analysis details job groups in which women and/or minorities may be under-utilized. The aforementioned placement goals detail the job groups in which women and/or minorities are under-utilized. Below is a summary of these findings by job group with goals. The items outlined in the Action Oriented section will be followed to address these placement goals.

02B: Professionals – Faculty Adjunct - This group consists of 73 employees, 23 females and 18 minorities. There is a placement goal of 47.6% for minorities.

Personnel Activity Evaluation

The University of Dallas evaluates personnel activity including applicant flow, hires, terminations, promotions, and other personnel actions in regards to whether or not there are selection disparities for women and minority groups. Appendix E details an adverse impact analysis for hires, promotions, and terminations by job group. Below is a summary of these findings by job group(s) in which adverse impact was statistically significant.

02B: Professionals – Faculty Adjunct - This group consists of 73 employees, 23 females and 18 minorities. As shown on the Availability Analysis, 90.0% of the vacancies are hired from Dallas-Fort Worth-Arlington, Metro Area and 10.0% of the vacancies are hired from the United States of American. The hire rate of Blacks indicates some preliminary statistical significance and the items outlined in the Action Oriented section will be followed.

02C: Professionals – Staff – This group consists of 92 employees, 57 females and 28 minorities. As shown on the Availability Analysis, 86.0% of the vacancies are hired from Dallas-Fort Worth-Arlington, Metro Area, 8.0% are hired from the United States, and 6.0% are filled through internal promotions from the following job group(s): 005 and 02C. The hire rate of Blacks and Hispanics indicates some preliminary statistical significance and the items outlined in the Action Oriented section will be followed.

005: Administrative Support Workers – This group consists of 63 employees, 52 females and 31 minorities. As shown on the Availability Analysis, 100.0% of the vacancies are hired from Dallas-Fort

Worth-Arlington, Metro Area. The hire rate of Blacks indicates some preliminary statistical significance and the items outlined in the Action Oriented section will be followed.

The University of Dallas encourages employees to pursue promotion opportunities and training to prepare for new jobs and maintain and improve performance, and uses alternate recruitment sources when necessary to attract more qualified external applicants.

Compensation System Evaluation

The University of Dallas evaluates compensation systems and practices to determine whether or not there are gender-, race-, or ethnicity-based disparities. The purpose of the analysis is to identify potential areas where impediments to equal employment opportunity may exist. Disparities alone do not necessarily indicate a problem area; there may be many non-discriminatory reasons for a disparity. Offers of employment include compensation amounts based on market research and data available. Faculty salaries are offered based on the College and University Professional Association for Human Resources (CUPA-HR) annual faculty salary survey data based on rank and teaching discipline. Staff salaries are offered based on the University of Dallas internal pay scale derived from CUPA-HR staff salary averages, CUPA-HR annual staff and professional survey data and other applicable market research.

Incumbent pay increases and/or decreases due to merit, promotion/demotion, or reclassification are reviewed to ensure decisions are job- and/or performance-based. Analyses may include individual review, regression analysis, procedural review, content analysis, and other means to review the ways in which incumbent pay changes are made.

Recruitment and Selection Procedures Evaluation

Recruitment and selection procedures and processes are consistently evaluated to ensure good faith efforts are made to attract and hire qualified women and minorities. The University of Dallas seeks varied recruiting outlets based on job-relevant industries or fields in addition to partnering with the Texas Workforce Commission and Purple Placement (a veteran job recruitment resource) to post all applicable openings on their job boards and/or send to their internal representatives. The university evaluates these efforts consistently.

The staff selection process includes: Review and development of position descriptions, job titles, application forms, pre-employment forms, interview procedures, final selection process and similar factors. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The faculty selection process includes: Review and development of position descriptions and application forms, search committee development and training, review and development of screening processes and forms, review of interview procedures, including on-site campus visits, and review and development of final selection processes. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The adjunct faculty selection process includes: Review and development of and application forms, development of screening processes and forms, interview procedures, including on-site campus visits, and development of final selection processes. The application and related pre-employment forms are in compliance with federal guidelines. Department chair/assistant dean/associate dean training and review of screening processes and forms, review of interview procedures, including on-site campus visits, and review of final selection processes is conducted annually.

ACTION-ORIENTED PROGRAMS
41 CFR Section 60-2.16, 60-2.17(c)

The University of Dallas develops these action-oriented programs to correct any problem areas identified in the Identification of Problem Areas 41 C.F.R. Section 60-2.17(b) and to attain established goals and objectives. Action-oriented programs and/or corrective actions for the following are described below:

1. Composition of the workforce by minority group and sex
2. Personnel activity including applicant flow, hires, terminations, promotions, and other personnel actions
3. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities
4. Recruitment and selection processes
5. Workplace Climate Committee
6. University of Dallas Leadership Education and Development Series (UD LEADS)
7. Monitoring goals progress

Workforce

- The Office of Human Resources will monitor placement goals and progress towards placement goals for each job group and will demonstrate good-faith efforts to find qualified minority and female candidates.
- The Office of Human Resources will notify appropriate department heads and Deans of placement goals.
- The Office of Human Resources will provide resources and education regarding effective and affirmative retention activities in job groups where placement goals are active.
- The Office of Human Resources, in conjunction with the applicable division, department or other organizational unit, will review faculty and staff job descriptions on a regular basis to determine if there are requirements that are discriminatory/discouraging to women and/or racial minorities. Appropriate changes to the job requirements will be made, as applicable.
- The Office of Human Resources, in conjunction with external vendors and internal consultants will provide a variety of workshops and training that offers training and development opportunities for staff to build their knowledge, skills, and abilities for advancement and retention.
- College- and/or Department-wide workshops, webinars, and educational opportunities will be provided for faculty development.
- Faculty and staff committee membership selection will be considered with regard to inclusion of women and minorities.

Personnel Activity

- The Office of Human Resources will include in their regular staff New Hire Orientation training on building a culture of respect and an environment free from discrimination and harassment.
- All newly hired employees will complete online sexual harassment training.
- The Office of the Provost will include in their annual faculty New Hire Orientation training on building a culture of respect and an environment free from discrimination and harassment.
- The Office of the Provost will include in their annual adjunct New Hire Orientation training on building a culture of respect and an environment free from discrimination and harassment.
- Assessment of current female and minority employees' academic, skill and experience levels for

consideration of advancement

- Review of staff performance appraisal process and practice to ensure tools and procedures are free from bias toward women and minorities
- Review of faculty rank and tenure process to ensure tools and procedures are free from bias toward women and minorities
- Staff performance appraisals will be analyzed for high performing, high potential employees to be considered for professional development plans
- A justification form is completed by hiring managers, as facilitated by the Office of Human Resources, to document why, or why not, an applicant or employee was, or was not, selected for the position, a promotion, or training, as needed.
- The Office of Human Resources will conduct exit interviews in a good faith effort to identify areas for which women and minority faculty may be adversely affected.

Compensation System

- Analyze employee salaries annually to determine whether there are gender-, race-, or ethnicity-based disparities.
- Analyze merit increases annually to determine whether there are gender-, race-, or ethnicity-based disparities.
- Review compensation offer and negotiation process for staff and faculty hires and promotions.

Recruitment and Selection Procedures

Recruitment

Any one or all of the following techniques are used to improve recruitment and increase the flow of minority or female applicants:

- Linkage with recruiting sources, which may include full descriptions of appropriate job openings and the selection process;
- Posting or general announcement of all appropriate job openings;
- Expansion of help-wanted advertising to include the minority news media and women's interest media.
- Encouragement of minority and female employees to refer qualified applicants;
- New recruitment initiatives and resources will be researched and implemented in a good faith effort to increase qualified female and minority applicants in conjunction with department heads and Deans.
- Open position applicant pools will require certification of good faith efforts in fostering diversity of applicants from the Office of Human Resources prior to giving access of applications to hiring supervisors and/or search committees.
- In conjunction with the Office of the Provost, the Faculty Search Handbook will be consistently reviewed and revised concerning best practices for screening, interviewing, and interacting with applicants and candidates will be included.
- Faculty search committees will receive training on the Faculty Search Handbook and EEO/AA policies and initiatives prior to gaining access to position applications.
- The Office of Human Resources will notify search committee chairs and hiring supervisors of the underutilization of women and/or minorities within the position job group as new openings occur.
- An Equal Employment Advocate will be designated as one of the faculty search committee members. Their responsibility will be to monitor, promote, and report the actions of the committee that foster the attraction and due consideration of women, members of minority groups, qualified individuals with disabilities and veterans to the Director of Human Resources.

- A human resources representative may be involved in the selection process, including participation in interviewing, as appropriate for positions which show adverse impact in hiring.
- The Office of Human Resources will assist departments with job groups where women and minorities are currently underutilized in recruitment, selection, and retention activities aimed at meeting placement goals.

The Selection Process

- Educate hiring managers on selection activities that standardize processes and procedures across candidates.
- Develop staff search guidelines outlining the recruitment and selection procedures from requisition to hire. Best practices for screening, interviewing, and interacting with applicants and candidates will be included.
- Job requirements are validated by division, department, location or other appropriate organizational units. Special attention is given to academic, experience, physical, and skill requirements to ensure that the requirements themselves do not constitute inadvertent discrimination. Job specifications are free from bias in regard to race, color, religion, sex, national origin, age, or disabled or veteran status, except where there is a bona fide occupational qualification.
- Hiring managers will receive training on the search guidelines prior to gaining access to position applications.
- Position descriptions and specifications are distributed to recruiting sources and members of management involved in the recruiting, screening, selection, and promotion processes.
- Selection processes are evaluated at least annually to ensure that they are nondiscriminatory.
- Individuals who have a role in the selection process are chosen with special care given to their qualifications for such roles and are provided any necessary ongoing training to ensure that the selection processes remain nondiscriminatory.
- Online requisition and applicant tracking will be streamlined. Qualified applicants will be tracked and monitored for review of adverse impact.

Workplace Climate Committee

The University of Dallas Workplace Climate Committee was established with the mission of, "advancing human dignity through work." The committee maintains five values consistent with the teachings of the Catholic Church, 1) Breaking down barriers due to class, gender, and disability, 2) Fostering a respectful and supportive environment, 3) Developing peoples' potential to work and advance their careers, 4) Supporting ability to have and raise a family, and 5) Providing an equitable wage and benefits.

The committee is dedicated to examining University workplace climate components that affect the five values listed above. The committee also promotes the efforts of Academic Affairs to be one of the Chronicle of Higher Education's "Great Colleges to Work for." In 2016, The committee developed and engaged focus groups representing University-wide departments and employee classifications in an effort to collect information on what the University is doing well and on areas for improvement in the workplace climate. Data from the focus groups was aggregated and analyzed for areas affecting the climate. Actionable priorities were determined according to criticality and resources available for implementation.

University of Dallas Leadership Educational and Development Series (UD LEADS)

UD LEADS is an in-house training curriculum with the goal of improving and maintaining a level of service that fosters a caring and responsive culture. The Learning plan connects employees with the right training at the right time to empower them in their daily work and develop the level of service that they seek to achieve. The following will be developed and/or provided to continue developing our employees:

- Educational programs provided to first-line supervisors on key supervisory knowledge, skills, and abilities including key courses including, but not limited to, Hiring the Right People, Building a Performance Management Culture, and Developing a Culture of Respect.
- Educational programs provided to mid-level supervisors on key knowledge, skills, and abilities including key courses including, but not limited to, Building Dynamic Teams, Being a Leader's Leader, and Effective Change.
- Educational programs developed and provided to faculty department chairs and assistant/associate deans tailored to key knowledge, skills, and abilities specific to the nuances of faculty chair service.

Goals Progress Report

A summary of personnel activity (hires and promotions) placement goal(s) progress is provided below.

01A Exec./Senior Offs & Mgrs. (Total in Base Group: 23)		

Total Hires: 4; Total Promotions: 1

	Female	*Minority*
Base Group	10	4
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	66.7	50.0
Actual Placement (Hires)	2	2
Actual Placement (Promotions)	2	1
Met Goal?	Yes	Yes

01B First/Mid Offs & Mgrs. (Total in Base Group: 44)

Total Hires: 2; Total Promotions: 5

	Female	Minority
Base Group	22	13
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	66.7	0.0
Actual Placement (Hires)	1	0
Actual Placement (Promotions)	3	0
Met Goal?	Yes	Yes

02A Professionals - Faculty (Total in Base Group: 165)

Total Hires: 11; Total Promotions: 3

	Female	Minority
Base Group	73	30
Previous Placement Goals %	0	26.6
Actual Placement Rate %	50.0	28.6
Actual Placement (Hires)	5	4
Actual Placement (Promotions)	2	0
Met Goal?	Yes	Yes

02B Professionals - Faculty Adjunct (Total in Base Group: 108)

Total Hires: 42; Total Promotions: 0

	Female	Minority
Base Group	37	26
Previous Placement Goals %	47.6	0.0
Actual Placement Rate %	40.5	31.0
Actual Placement (Hires)	17	13
Actual Placement (Promotions)	0	0
Met Goal?	No	Yes

02C Professionals - Staff (Total in Base Group: 112)

Total Hires: 19; Total Promotions: 3

	Female	Minority
Base Group	70	30
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	54.5	22.7
Actual Placement (Hires)	10	4
Actual Placement (Promotions)	2	1
Met Goal?	Yes	Yes

003   Technicians (Total in Base Group: 2)

Total Hires: 0; Total Promotions: 0

	Female	Minority
Base Group	1	1
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	0.0	0.0
Actual Placement (Hires)	0	0
Actual Placement (Promotions)	0	0
Met Goal?	Yes	Yes

005   Administrative Support Workers (Total in Base Group: 77)

Total Hires: 25; Total Promotions: 0

	Female	Minority
Base Group	63	35
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	84.0	52.0
Actual Placement (Hires)	21	13
Actual Placement (Promotions)	0	0
Met Goal?	Yes	Yes

006   Craft Workers (Total in Base Group: 13)

Total Hires: 1; Total Promotions: 0

	Female	Minority
Base Group	3	5
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	0.0	0.0
Actual Placement (Hires)	0	0
Actual Placement (Promotions)	0	0
Met Goal?	Yes	Yes

008   Labors and Helpers (Total in Base Group: 7)

Total Hires: 1; Total Promotions: 0

	Female	Minority
Base Group	1	6
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	0.0	100.0
Actual Placement (Hires)	0	1
Actual Placement (Promotions)	0	0
Met Goal?	Yes	Yes

009   Service Workers (Total in Base Group: 27)

Total Hires: 4; Total Promotions: 0

	Female	*Minority*
Base Group	9	12
Previous Placement Goals %	0.0	0.0
Actual Placement Rate %	0.0	75.0
Actual Placement (Hires)	0	3
Actual Placement (Promotions)	0	0
Met Goal?	Yes	Yes

INTERNAL AUDIT AND REPORTING SYSTEMS
41 CFR Section 60-2.17(d)

Monitoring and reporting procedures are developed to evaluate the extent to which the goals of the affirmative action program are being met. The University of Dallas takes the following measures:

1. Information on race and sex is obtained when an application for a position is submitted.
2. Training programs are analyzed regularly to eliminate potential discrimination in participation rates.
3. Tests administered are routinely analyzed to uncover potential discrimination in grading scores or test results. Departments that require a physical test are analyzed through Nova Medical Centers. Nova Medical Centers meets all standards set forth by OSHA, ADA, NIOSH, as well as all other state and federal guidelines. Additionally, to assure the highest level of professional healthcare, Nova Medical Centers' providers are all credentialed using the National Committee for Quality Assurance (NCQA) guidelines.
4. Compensation practices are reviewed at least annually for wage discrepancies.
5. The Availability Analysis for women and minorities is reviewed and good faith placement goals are established when necessary.
6. Progress toward established goals is reviewed at least annually for possible adjustments to employment practices.
7. Internal reporting is prepared as needed to determine why goals were not met.
8. Results of the affirmative action program are reviewed with Administration.
9. Top administration is informed on a regular basis of the effectiveness of these policies and any recommendations for improvement.

Religion and National Origin Discrimination Guidelines

The University of Dallas reaffirms its policy to afford equal employment opportunity to all individuals. Neither national origin nor religion is a factor in recruitment, selection, promotion, transfer, termination, or participation in training, except where the University reserves the right to exercise discretion in employment decisions to employ persons who share and are committed to the values and distinctive Catholic identity of the University and the Catholic faith. The following activities are undertaken to ensure that religion and national origin are not used as a basis for employment decisions, when appropriate:

1. Employment practices are reviewed to ensure that members of particular religious and/or ethnic groups are given equal employment opportunities.
2. All employees, including supervisors, managers, and executives are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
3. Recruitment sources are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
4. Interview and selection packets detailing compliance with equal employment opportunity without regard to religion or national origin are provided to staff hiring managers.
5. Faculty search committees complete online search orientation in which they are trained on equal employment opportunity without regard to religion or national origin.
6. Internal procedures exist to implement equal employment opportunity without regard to national origin or religion.

Accommodation for Religious Observance and Practice

The religious observances and practices of employees are accommodated by the University of Dallas, except where such accommodation would cause undue hardship on the conduct of business. The accommodation offered is determined by considering business necessity, financial expense and any personnel coverage problems that may result.

Nondiscrimination Statement

The University of Dallas seeks to recruit, develop, and retain faculty, staff and administration of the highest caliber. The University is an Equal Opportunity Employer, and encourages applications from female and minority candidates and others who will enhance our community and advance our Mission.

CONFIDENTIAL MATERIALS
(Not for distribution except on a need-to-know basis)

This affirmative action program contains confidential information that is subject to the provision of 18 U.S.C. 1905, Chrysler Corp. v. Brown. 441 U.S. 281, 19 FEP 475 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information is considered arbitrary and capricious and is in violation of the Administrative Procedure Act. See CNA Financial Corp. v. Donovan 830 F.2nd 1132, 1144 and n. 73 (D.C. Cir.) certiorari denied, 485 U.S. 977 (1988). Copies of this affirmative action program and all related appendices, documents, and support data are made available on loan to the U.S. Government upon the request of said Government on the condition that the Government holds them totally confidential and does not release copies to any persons whatsoever. This affirmative action program and its appendices and other supporting documents contain much confidential information that may reveal, directly or indirectly, plans for business or geographical expansion or contraction. Pursuant to the Freedom of Information Act, this affirmative action program is exempt from disclosure, reproduction and distribution upon the grounds, among others, that such material constitutes 1) personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, and that are exempt from disclosure under 5 U.S.C. 552(b) (6); 2) confidential, commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552(b) (4); 3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, and that are exempt from disclosure under 5 U.S.C. 552(b) (7) (C); and 4) matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b) (3). Notice is hereby given of a request that this Program be kept confidential.

The University of Dallas wishes to make it clear that it does not consent to the release of any information whatsoever contained in this affirmative action program under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this affirmative action program was loaned to such government, or is considering a request of this Program under the Freedom of Information Act, request is hereby made that the Government immediately notify the University of Dallas and its counsel of any and all Freedom of Information Act requests by the government or any other contemplated release of this Program by the Government that relates to information obtained by the Government. The University of Dallas further requests that everyone who has any contact with this affirmative action program and its supporting appendices, documents and other data treats such information as totally confidential and that such information not be released to any person whatsoever. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

APPENDICES
AND
SUPPORT DATA

Job Group	Local Recruitment Area	Non-Local Recruitment Area
01A : Exec/Senior Offs & Mgrs.	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	0100000US - United States
01B : First/Mid Offs & Mgrs.	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	0100000US - United States
02A : Professionals Faculty	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	0100000US - United States
02B : Professionals - Faculty Adjunct	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	0100000US - United States
02C : Professionals Staff	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	0100000US - United States
003 : Technicians	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	-
005 : Administrative Support Workers	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	-
006 : Craft Workers	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area	-
008 : Labors and Helpers	1600000US4837000 - Irving city, Texas	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area
009 : Service Workers	1600000US4837000 - Irving city, Texas	310M100US19100 - Dallas-Fort Worth-Arlington, TX Metro Area

Job	Job Group	EEO	Census Code(s)
AF3A : Dean	01A	1	0010 : Chief Executives
AF4A : Assistant Provost	01A	1	0010 : Chief Executives
AF5A : Associate Provost	01A	1	0010 : Chief Executives
DR5B : Assistant VP	01A	1	0010 : Chief Executives
DR6B : Associate VP	01A	1	0010 : Chief Executives
ES2A : Vice President I	01A	1	0010 : Chief Executives
ES3B : Provost	01A	1	0010 : Chief Executives
ES4A : President	01A	1	0010 : Chief Executives
AF1A : Assistant Dean	01B	2	0230 : Education Administrators
AF2A : Associate Dean	01B	2	0230 : Education Administrators
DR2D : Director I	01B	2	0430 : Managers, All Other
DR3A : Director II	01B	2	0430 : Managers, All Other
DR3C : Assistant Dean II	01B	2	0230 : Education Administrators
DR3D : Registrar	01B	2	0430 : Managers, All Other
DR4A : Director III	01B	2	0430 : Managers, All Other
DR4B : Controller	01B	2	0120 : Financial Managers
DR4C : Bursar	01B	2	0120 : Financial Managers
DR5A : Director IV	01B	2	0120 : Financial Managers
DR6A : Director V	01B	2	0350 : Medical and Health Services Managers
LF2A : Assistant Librarian	02A	3	2430 : Librarians
LF3A : Associate Librarian	02A	3	2430 : Librarians
NF2A : Affiliate Instructor	02A	3	2200 : Postsecondary Teachers
NF3A : Affiliate Assistant Professor	02A	3	2200 : Postsecondary Teachers
NF6A : Distinguished Affiliate Professor	02A	3	2200 : Postsecondary Teachers
TF2A : Assistant Professor	02A	3	2200 : Postsecondary Teachers
TF3A : Associate Professor	02A	3	2200 : Postsecondary Teachers

TF4A : Professor	02A	3	2200 : Postsecondary Teachers
PF1A : Adjunct Instructor	02B	3	2200 : Postsecondary Teachers
AC1A : Assistant Coach	02C	3	2720 : Athletes, Coaches, Umpires, and Related Workers
AC2A : Coach I	02C	3	2720 : Athletes, Coaches, Umpires, and Related Workers
CG1A : Clergy	02C	3	2040 : Clergy
DR1A : Assistant Registrar	02C	3	0740 : Business Operations Specialists, All Other
DR1B : Assistant Director	02C	3	2200 : Postsecondary Teachers
DR2A : Assistant Bursar	02C	3	0800 : Accountants and Auditors
DR2C : Associate Director	02C	3	2430 : Librarians
DR2E : Associate Registrar	02C	3	2550 : Other Education, Training, and Library Workers
DR3E : Assistant Controller	02C	3	0740 : Business Operations Specialists, All Other
SM2A : Manager I	02C	3	0430 : Managers, All Other
SM2B : Specialist I	02C	3	2860 : Miscellaneous Media and Communication Workers
SM3A : Manager II	02C	3	0120 : Financial Managers
SM3B : Specialist II	02C	3	0735 : Market Research Analysts and Marketing Specialists
SM4A : Manager III	02C	3	0430 : Managers, All Other
SM4B : Specialist III	02C	3	1010 : Computer Programmers
SM5A : Manager IV	02C	3	0120 : Financial Managers
SM5B : Specialist IV	02C	3	1050 : Computer Support Specialists
TP2A : Admissions Counselor I	02C	3	2550 : Other Education, Training, and Library Workers
TP2B : Admissions Counselor Lead	02C	3	2550 : Other Education, Training, and Library Workers
TP2C : Analyst I	02C	3	0740 : Business Operations Specialists, All Other
TP2E : Financial Aid Counselor	02C	3	2550 : Other Education, Training, and Library Workers
TP2F : Financial Aid Counselor Lead	02C	3	2550 : Other Education, Training, and Library Workers
TP3A : Admissions Counselor II	02C	3	2550 : Other Education, Training, and Library Workers
TP3B : Advisor I	02C	3	2550 : Other Education, Training, and Library Workers
TP3C : Analyst II	02C	3	0740 : Business Operations Specialists, All Other
TP3E : Graphic Designer I	02C	3	2630 : Designers
TP3H : Accountant II	02C	3	0800 : Accountants and Auditors
TP3I : Advancement Officer I	02C	5	0726 : Fundraisers
TP3K : Instructional Designer	02C	3	2550 : Other Education, Training, and Library Workers
TP4B : Accountant III	02C	3	0800 : Accountants and Auditors

TP4D : Analyst III	02C	3	1006 : Computer Systems Analysts
TP2D : Athletic Trainer I	003	4	3540 : Other Healthcare Practitioners and Technical Occupations
TP3D : Athletic Trainer II	003	4	3540 : Other Healthcare Practitioners and Technical Occupations
CL1A : Administrative Assistant (PT)	005	5	5700 : Secretaries and Administrative Assistants
CL2A : Assistant I	005	5	5940 : Office and Administrative Support Workers, All Other
CL2E : Reciptionist I	005	5	5700 : Secretaries and Administrative Assistants
CL3A : Clerk II	005	5	5860 : Office Clerks, General
CL3B : Administrative Assistant I	005	5	5700 : Secretaries and Administrative Assistants
CL3C : Coordinator II	005	5	2720 : Athletes, Coaches, Umpires, and Related Workers
CL3D : Assistant II	005	5	5320 : Library Assistants, Clerical
CL4A : Administrative Assistant II	005	5	5700 : Secretaries and Administrative Assistants
CL4B : Clerk III	005	5	5120 : Bookkeeping, Accounting, and Auditing Clerks
CL4C : Coordinator III	005	5	5940 : Office and Administrative Support Workers, All Other
CL4D : Assistant III	005	5	5940 : Office and Administrative Support Workers, All Other
CL5A : Coordinator IV	005	5	5940 : Office and Administrative Support Workers, All Other
CL5B : Executive Administrative Assistant	005	5	5700 : Secretaries and Administrative Assistants
CL7A : Executive Assistant to President	005	5	5700 : Secretaries and Administrative Assistants
CL7C : Exec. Asst. & Stewardship Officer	005	5	5700 : Secretaries and Administrative Assistants
SM1B : Specialist/Clerk	005	5	2550: Other Education, Training, and Library Workers
TP2J : Technician, Structural I	006	6	7340 : Maintenance and Repair Workers, General
TP3F : Technician, Skilled Trades I	006	6	7200 : Automotive Service Technicians and Mechanics
TP3G : Technician, Structural II	006	6	7540 : Locksmiths and Safe Repairers
TP4A : Technician, Skilled Trades II	006	6	6355 : Electricians
SM1A : Lead/Supervisor	008	8	4210 : First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers
TP1A : Operator	008	8	5020 : Telephone Operators
TP1D : Technician, Grounds I	008	8	4250 : Grounds Maintenance Workers
TP2I : Technician, Grounds II	008	8	4250 : Grounds Maintenance Workers
CL2D : Coordinator I	009	9	4640 : Residential Advisors
TP1B : Safety Officer I	009	9	3930 : Security Guards and Gaming Surveillance officers
TP1C : Technician, Custodial	009	9	4220 : Janitors and Building Cleaners

TP1E : Technician, Custodial Lead	009	9	4220 : Janitors and Building Cleaners
TP2G : Safety Officer II	009	9	3930 : Security Guards and Gaming Surveillance officers
TP3M : Police Officer	009	9	3850 : Police and Sheriff's Patrol Officers

01A : Exec/Senior Offs & Mgrs.

Job Code : Job Title	Males								Females							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
AF3A : Dean	3	3	0	0	0	0	0	0	3	3	0	0	0	0	0	0
AF4A: Assistant Provost	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
AF5A: Associate Provost	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DR5B: Assistant VP	0	0	0	0	0	0	0	0	3	1	0	1	1	0	0	0
ES2A : Vice President I	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
ES3A: Vice President II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ES3B : Provost	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
ES4A : President	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	11	9	0	1	0	0	0	1	7	5	0	1	1	0	0	0
Job Group Percentages :	61.1	50.0	0.0	5.6	0.0	0.0	0.0	5.6	38.9	27.8	0.0	5.6	5.6	0.0	0.0	0.0

01B: First/Mid Offs & Managers

Job Code : Job Title	Males								Females							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
AF1A : Assistant Dean	1	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0
AF2A : Associate Dean	3	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0
DR2D : Director I	6	3	0	2	0	0	0	1	6	3	1	1	0	0	0	1
DR3A : Director II	6	4	0	1	1	0	0	0	5	5	0	0	0	0	0	0
DR3C : Assistant Dean II	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
DR3D : Registrar	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
DR4A : Director III	4	4	0	0	0	0	0	0	2	2	0	0	0	0	0	0
DR4B : Controller	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
DR4C : Bursar	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DR6A : Director V	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Job Group Totals :	21	14	0	3	2	0	0	2	18	14	1	1	0	0	0	2
Job Group Percentages :	53.8	35.9	0.0	7.7	5.1	0.0	0.0	5.1	46.2	35.9	2.6	2.6	0.0	0.0	0.0	5.1

02A: Professionals Faculty

Job Code : Job Title	Males								Females							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
LF2A : Assistant Librarian	0	0	0	0	0	0	0	0	6	6	0	0	0	0	0	0
LF3A : Associate Librarian	0	0	0	0	0	0	0	0	2	1	0	0	1	0	0	0
NF2A : Affiliate Instructor	6	6	0	0	0	0	0	0	10	8	0	2	0	0	0	0
NF3A : Affiliate Assistant Professor	7	6	0	1	0	0	0	0	7	6	0	0	0	0	0	1
~NF3A : Affiliate Assistant Professor	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NF6A : Distinguished Affiliate Professor	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TF2A : Assistant Professor	17	12	1	3	0	0	0	1	16	11	1	2	0	0	0	2
TF3A : Associate Professor	39	32	1	4	1	0	0	1	21	15	0	2	2	0	0	2
~TF3A : Associate Professor	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TF4A : Professor	14	14	0	0	0	0	0	0	3	3	0	0	0	0	0	0
Job Group Totals :	86	73	2	8	1	0	0	2	65	50	1	6	3	0	0	5
Job Group Percentages :	57.0	48.3	1.1	5.3	0.7	0.0	0.0	1.3	43.0	33.1	0.7	4.0	2.0	0.0	0.0	3.3

02B: Professionals - Faculty Adjunct

Job Code : Job Title	Males								Females							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
~PF1A : Adjunct Instructor	50	37	1	6	1	0	0	5	23	18	0	4	1	0	0	0
Job Group Totals :	50	37	1	6	1	0	0	5	23	18	0	4	1	0	0	0
Job Group Percentages :	68.5	50.7	1.4	8.2	1.4	0.0	0.0	6.8	31.5	24.7	0.0	5.5	1.4	0.0	0.0	0.0

	Males								Females							
02C: Professionals Staff																
Job Code : Job Title	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
AC1A : Assistant Coach	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AC2A : Coach I	6	6	0	0	0	0	0	0	5	4	1	0	0	0	0	0
CG1A : Clergy	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
~CG1A : Clergy	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DR1A : Assistant Registrar	0	0	0	0	0	0	0	0	2	0	2	0	0	0	0	0
DR1B : Assistant Director	0	0	0	0	0	0	0	0	4	4	0	0	0	0	0	0
~DR1B : Assistant Director	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
DR2A : Assistant Bursar	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
DR2C : Associate Director	1	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0
DR2E : Associate Registrar	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
DR3E : Assistant Controller	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
SM2A : Manager I	4	3	1	0	0	0	0	0	7	5	1	0	1	0	0	0
SM2B : Specialist I	6	6	0	0	0	0	0	0	4	2	0	1	0	1	0	0
~SM2B : Specialist I	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
SM3A : Manager II	2	2	0	0	0	0	0	0	2	1	0	1	0	0	0	0
SM3B : Specialist II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SM4A : Manager III	1	1	0	0	0	0	0	0	4	3	1	0	0	0	0	0
SM5A : Manager IV	1	1	0	0	0	0	0	0	2	1	1	0	0	0	0	0
SM5B : Specialist IV	1	0	1	0	0	0	0	0	1	0	0	0	1	0	0	0
TP2A : Admissions Counselor I	3	2	0	1	0	0	0	0	4	2	0	2	0	0	0	0
TP2B : Admissions Counselor Lead	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TP2C : Analyst I	0	0	0	0	0	0	0	0	2	1	0	0	1	0	0	0
~TP2E : Financial Aid Counselor	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TP2E : Financial Aid Counselor	1	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0
TP2F : Financial Aid Counselor Lead	0	0	0	0	0	0	0	0	2	1	0	1	0	0	0	0
TP3A : Admissions Counselor II	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
TP3B : Advisor I	2	2	0	0	0	0	0	0	2	0	0	1	1	0	0	0
~TP3B : Advisor I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TP3C : Analyst II	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
TP3E : Graphic Designer I	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
TP3H : Accountant II	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
TP4B : Accountant III	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TP4D : Analyst III	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	35	29	2	3	0	0	0	1	57	36	6	9	4	1	0	1
Job Group Percentages :	38.0	31.5	2.2	3.3	0.0	0.0	0.0	1.1	62.0	39.1	6.5	9.8	4.3	1.1	0.0	1.1

003: Technicians

Job Code : Job Title	Males Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Females Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
TP2D : Athletic Trainer I	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
TP3D : Athletic Trainer II	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**1**	**0**	**1**	**0**	**0**	**0**	**0**
Job Group Percentages :	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**100.0**	**50.0**	**0.0**	**50.0**	**0.0**	**0.0**	**0.0**	**0.0**

005: Administrative Support Workers

Job Code : Job Title	Males Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Females Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
~CL1A : Administrative Assistant	1	1	0	0	0	0	0	0	4	1	1	2	0	0	0	0
~CL2A : Assistant I	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
CL3A : Clerk II	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
CL3B : Administrative Assistant I	0	0	0	0	0	0	0	0	15	9	4	1	1	0	0	0
~CL3B : Administrative Assistant I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
CL3C : Coordinator II	5	1	0	3	1	0	0	0	8	4	1	2	0	0	1	0
CL3D : Assistant II	0	0	0	0	0	0	0	0	6	1	2	2	1	0	0	0
~CL3D : Assistant II	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CL4A : Administrative Assistant II	1	1	0	0	0	0	0	0	2	1	1	0	0	0	0	0
~CL4B : Clerk III	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CL4B : Clerk III	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
CL4C : Coordinator III	1	0	0	1	0	0	0	0	2	1	1	0	0	0	0	0
CL4D : Assistant III	0	0	0	0	0	0	0	0	3	1	1	1	0	0	0	0
CL5A : Coordinator IV	0	0	0	0	0	0	0	0	3	1	1	1	0	0	0	0
CL5B : Executive Administrative Assistant	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
CL7A : Executive Assistant to President	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
SM1B : Specialist/Clerk	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0
Job Group Totals :	**11**	**5**	**0**	**4**	**2**	**0**	**0**	**0**	**52**	**27**	**12**	**9**	**3**	**0**	**1**	**0**
Job Group Percentages :	**17.5**	**7.9**	**0.0**	**6.3**	**3.2**	**0.0**	**0.0**	**0.0**	**82.5**	**42.9**	**19.0**	**14.3**	**4.8**	**0.0**	**1.6**	**0.0**

006: Craft Workers

Job Code : Job Title	Males Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Females Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
TP2J : Technician, Structural I	3	2	0	1	0	0	0	0	1	0	0	1	0	0	0	0
TP3F : Technician, Skilled Trades I	5	3	1	0	0	1	0	0	1	0	0	1	0	0	0	0
TP3G : Technician, Structural II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TP4A : Technician, Skilled Trades II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	10	7	1	1	0	1	0	0	2	0	0	2	0	0	0	0
Job Group Percentages :	83.3	58.3	8.3	8.3	0.0	8.3	0.0	0.0	16.7	0.0	0.0	16.7	0.0	0.0	0.0	0.0

008: Labors and Helpers

Job Code : Job Title	Males Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Females Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
SM1A : Lead/Supervisor	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
TP1A : Operator	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
TP1D : Technician, Grounds I	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
TP2I : Technician, Grounds II	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	5	1	2	2	0	0	0	0	1	0	0	1	0	0	0	0
Job Group Percentages :	83.3	16.7	33.3	33.3	0.0	0.0	0.0	0.0	16.7	0.0	0.0	16.7	0.0	0.0	0.0	0.0

009: Service Workers

Job Code : Job Title	Males Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Females Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
CL2D : Coordinator I	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TP1B : Safety Officer I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TP1C : Technician, Custodial	4	3	0	1	0	0	0	0	5	0	0	5	0	0	0	0
TP1E : Technician, Custodial Lead	1	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0
TP2G : Safety Officer II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TP3M : Police Officer	4	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
~TP3M : Police Officer	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	15	11	1	3	0	0	0	0	7	1	0	6	0	0	0	0
Job Group Percentages :	68.2	50.0	4.5	13.6	0.0	0.0	0.0	0.0	31.8	4.5	0.0	27.3	0.0	0.0	0.0	0.0

Job Group 01A: Exec/Senior Officers and Managers

Total Employees: 18

		Weight	Females Total: 7		Minorities Total: 4	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	14	35.8	5.0	19.3	2.7
1b	*Recruitment (non-local)*	73.5	35.8	26.3	17.2	12.6
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	12.5	49.0	6.1	23.3	2.9
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		37.4		18.2	
	Current %		38.9		22.2	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:

Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

Factor 1b: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for the United States

Factor 2a: Internal promotions are from all jobs within job groups 01A, 01B, 02A, and 02C

Note:

The Whole Person Rule was used in this analysis

Job Group 01B: First/Mid Offs & Mgrs.

Total Employees: 39

		Weight	Females Total: 18		Minorities Total: 11	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	70	51.9	36.3	24.0	16.8
1b	*Recruitment (non-local)*	15	60.8	9.1	18.7	2.8
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	15	54.3	8.1	28.6	4.3
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		53.5		23.9	
	Current %		46.2		28.2	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:

Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

Factor 1b: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for the United States

Factor 2a: Internal promotions are from all jobs within job groups 01B, 02A, 02C, 005, and 006

Note:

The Whole Person Rule was used in this analysis

<table>
<tr><td colspan="9" align="center">**Job Group 02A: Professionals Faculty**</td></tr>
<tr><td colspan="9" align="center">**Total Employees: 151**</td></tr>
<tr><td></td><td></td><td rowspan="3">Weight</td><td colspan="2">*Females* *Total: 65*</td><td></td><td colspan="2">*Minorities* *Total: 28*</td></tr>
<tr><td></td><td></td><td colspan="2"></td><td></td><td colspan="2">Raw</td></tr>
<tr><td></td><td></td><td>Raw %</td><td>Net %</td><td></td><td>%</td><td>Net %</td></tr>
<tr><td>1a</td><td>*Recruitment (local)*</td><td>0</td><td>0.0</td><td>0.0</td><td></td><td>0.0</td><td>0.0</td></tr>
<tr><td>1b</td><td>*Recruitment (non-local)*</td><td>50</td><td>49.5</td><td>24.8</td><td></td><td>24.4</td><td>12.2</td></tr>
<tr><td>1c</td><td>*Training Institutions*</td><td>50</td><td>0.0</td><td>0.0</td><td></td><td>0.0</td><td>0.0</td></tr>
<tr><td>2a</td><td>*Promotable/Transferable*</td><td>0</td><td>0.0</td><td>0.0</td><td></td><td>0.0</td><td>0.0</td></tr>
<tr><td>2b</td><td>*Persons Trainable*</td><td>0</td><td>0.0</td><td>0.0</td><td></td><td>0.0</td><td>0.0</td></tr>
<tr><td>3</td><td>*Custom Factor*</td><td>0</td><td>0.0</td><td>0.0</td><td></td><td>0.0</td><td>0.0</td></tr>
<tr><td></td><td></td><td>100</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td>*Total Availability %*</td><td></td><td colspan="2" align="center">24.8</td><td></td><td colspan="2" align="center">12.2</td></tr>
<tr><td></td><td>*Current %*</td><td></td><td colspan="2" align="center">43.0</td><td></td><td colspan="2" align="center">18.5</td></tr>
<tr><td></td><td>*Placement Goal? (2 Std. Dev.)*</td><td></td><td colspan="2" align="center">No</td><td></td><td colspan="2" align="center">No</td></tr>
</table>

Statistical Sources:

Factor 1b: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for the United States

Factor 1c: 2016 IPEDS Completions Survey : Graduating students with a Doctorate degree in Accounting (52.0301), Accounting and Business/Management (52.0305), Accounting and Computer Science (30.1601), Accounting and Finance (52.0304), American Government and Politics (United States) (45.1002), American Literature (Canadian) (23.1403), American Literature (United States) (23.1402), American/United States Studies/Civilization (05.0102), Animal Physiology (26.0707), Animal Sciences, Other (01.0999), Anthropology (45.0201), Anthropology, Other (45.0299), Applied Psychology (42.2813), Applied and Professional Ethics (38.0104), Archives/Archival Administration (25.0103), Area Studies, Other (05.0199), Art (36.0110), Art History, Criticism and Conservation (50.0703), Art Teacher Education (13.1302), Art/Art Studies, General (50.0701), Behavioral Sciences (30.1701), Bible/Biblical Studies (39.0201), Bilingual and Multilingual Education (13.0201), Bilingual, Multilingual, and Multicultural Education, Other (13.0299), Biochemistry (26.0202), Bioethics/Medical Ethics (51.3201), Biological and Biomedical Sciences, Other (26.9999), Biological and Physical Sciences (30.0101), Biology Teacher Education (13.1322), Biology/Biological Sciences, General (26.0101), Botany/Plant Biology (26.0301), Botany/Plant Biology, Other (26.0399), Business Administration and Management, General (52.0201), Business Administration, Management and Operations, Other (52.0299), Business, Management, Marketing, and Related Support Services, Other (52.9999), Chemistry Teacher Education (13.1323), Chemistry, General (40.0501), Chemistry, Other (40.0599), Classical, Ancient Mediterranean and Near Eastern Studies and Archaeology (30.2202), Classics and Classical Languages, Literatures, and Linguistics, General (16.1200), Classics and Classical Languages, Literatures, and Linguistics, Other (16.1299), Clinical Child Psychology (42.2001), Cognitive Psychology and Psycholinguistics (42.0301), Cognitive Science (30.2501), Comparative Literature (16.0104), Computer Science (11.0701), Computer

and Information Sciences, Other (11.0199), Computer and Information Sciences, General (11.0101), Computer and Information Systems Security/Information Assurance (11.1003), Computer/Information Technology Services Administration and Management, Other (11.1099), Counseling Psychology (42.0601), Cultural Anthropology (45.0204), Cultural Studies/Critical Theory and Analysis (30.2601), Developmental and Child Psychology (42.0701), Developmental and Child Psychology (42.2703), Directing and Theatrical Production (50.0507), Ecology and Evolutionary Biology (26.1310), Econometrics and Quantitative Economics (45.0603), Economics, General (45.0601), Education Policy Analysis (44.0502), Economics, Other (45.0699), Education, Other (13.9999), Education/Teaching of the Gifted and Talented (13.1004), Educational Administration and Supervision, Other (13.0499), Educational Assessment, Testing, and Measurement (13.0604), Educational Assessment, Evaluation, and Research, Other (13.0699), Educational Leadership and Administration, General (13.0401), Educational Evaluation and Research (13.0601), Educational, Instructional, and Curriculum Supervision (13.0404), Educational Statistics and Research Methods (13.0603), English Language and Literature, General (23.0101), English Language and Literature/Letters, Other (23.9999), English Literature (British and Commonwealth) (23.0801), English Literature (British and Commonwealth) (23.1404), English/Language Arts Teacher Education (13.1305), Entrepreneurship/Entrepreneurial Studies (52.0701), Ethics (38.0103), Evolutionary Biology (26.1303), Experimental Psychology (42.0801), Finance, General (52.0801), Fine Arts and Art Studies, Other (50.0799), Fine/Studio Arts, General (50.0702), Foreign Language Teacher Education (13.1306), Foreign Languages and Literatures, General (16.0101), Foreign Languages, Literatures, and Linguistics, Other (16.9999), French Language Teacher Education (13.1325), French Language and Literature (16.0901), French Studies (05.0124), General Literature (23.1401), General Studies (24.0102), German Language Teacher Education (13.1326), German Language and Literature (16.0501), German Studies (05.0125), Germanic Languages, Literatures, and Linguistics, General (16.0500), Germanic Languages, Literatures, and Linguistics, Other (16.0599), History Teacher Education (13.1328), History, General (54.0101), History, Other (54.0199), Human Biology (30.2701), Human Resources Management/Personnel Administration, General (52.1001), Humanities/Humanistic Studies (24.0103), Industrial and Organizational Psychology (42.0901), Industrial and Organizational Psychology (42.2804), Information Resources Management (52.1206), Information Science/Studies (11.0401), Information Technology (11.0103), Information Technology Project Management (11.1005), International Business/Trade/Commerce (52.1101), International Economics (45.0605), International Finance (52.0806), International Marketing (52.1403), Italian Language and Literature (16.0902), Italian Studies (05.0126), Jewish/Judaic Studies (38.0206), Journalism (09.0401), Journalism, Other (09.0499), Labor and Industrial Relations (52.1002), Liberal Arts and Sciences, General Studies and Humanities, Other (24.0199), Liberal Arts and Sciences/Liberal Studies (24.0101), Library Science and Administration, Other (25.0199), Library Science, Other (25.9999), Library and Information Science (25.0101), Linguistic, Comparative, and Related Language Studies and Services, Other (16.0199), Management Information Systems and Services, Other (52.1299), Management Information Systems, General (52.1201), Management Science (52.1301), Management Sciences and Quantitative Methods, Other (52.1399), Marketing Research (52.1402), Marketing, Other (52.1499), Marketing/Marketing Management, General (52.1401), Mathematical Statistics and Probability (27.0502), Mathematics Teacher Education (13.1311), Mathematics and Computer Science (30.0801), Mathematics and Statistics (27.0503), Mathematics and Statistics, Other (27.9999), Mathematics, General (27.0101), Mathematics, Other (27.0199), Medieval and Renaissance Studies (30.1301), Microbiology, General (26.0502), Middle/Near Eastern and Semitic Languages, Literatures, and Linguistics, General (16.1100), Molecular Biology (26.0204), Music (36.0115), Music History, Literature, and Theory (50.0902), Music Theory and Composition (50.0904), Music, General (50.0901), Music, Other (50.0999), Non-Profit/Public/Organizational Management (52.0206), Operations Management and Supervision (52.0205), Operations Research (14.3701), Organizational Behavior Studies (52.1003), Organizational Communication, General (09.0901), Organizational Leadership (52.0213), Pastoral Studies/Counseling (39.0701), Pastoral Counseling and Specialized Ministries, Other (39.0799), Personality Psychology (42.1001), Philosophy (38.0101), Philosophy and Religious Studies, General (38.0001), Philosophy and Religious Studies, Other (38.9999), Philosophy, Other (38.0199), Physics Teacher Education (13.1329), Physics, General (40.0801), Physics,

Other (40.0899), Physiology, General (26.0901), Plant Sciences, General (01.1101), Political Economy (45.1004), Political Science and Government, General (45.1001), Political Science and Government, Other (45.1099), Pre-Law Studies (22.0001), Pre-Medicine/Pre-Medical Studies (51.1102), Pre-Nursing Studies (51.1105), Pre- Theology/Pre-Ministerial Studies (39.0604), Project Management (52.0211), Psychology Teacher Education (13.1335), Psychology, General (42.0101), Psychology, Other (42.9999), Psychometrics and Quantitative Psychology (42.1901), Psychometrics and Quantitative Psychology (42.2708), Public Policy Analysis, General (44.0501), Public Policy Analysis, Other (44.0599), Reading Teacher Education (13.1315), Religion/Religious Studies (38.0201), Religion/Religious Studies, Other (38.0299), Religious Education (39.0401), Research Methodology and Quantitative Methods (45.0102), Rhetoric and Composition (23.1304), Romance Languages, Literatures, and Linguistics, General (16.0900), Romance Languages, Literatures, and Linguistics, Other (16.0999), Sales, Distribution, and Marketing Operations, General (52.1801), School Librarian/School Library Media Specialist (13.1334), Science Teacher Education/General Science Teacher Education (13.1316), Secondary Education and Teaching (13.1205), Social Psychology (42.1601), Social Psychology (42.2707), Social Science Teacher Education (13.1317), Social Sciences, General (45.0101), Social Sciences, Other (45.9999), Social Studies Teacher Education (13.1318), Sociology (45.1101), Sociology and Anthropology (45.1301), Spanish Language Teacher Education (13.1330), Spanish Language and Literature (16.0905), Spanish and Iberian Studies (05.0130), Statistics, General (27.0501), Statistics, Other (27.0599), Strategic Studies, General (28.0601), Taxation (52.1601), Teacher Education and Professional Development, Specific Levels and Methods, Other (13.1299), Teacher Education and Professional Development, Specific Subject Areas, Other (13.1399), Teacher Education, Multiple Levels (13.1206), Theatre Literature, History and Criticism (50.0505), Theatre/Theater (36.0117), Theological and Ministerial Studies, Other (39.0699), Theology and Religious Vocations, Other (39.9999), Theology/Theological Studies (39.0601), Theoretical Chemistry (40.0511) or Theoretical and Mathematical Physics (40.0810) from all US institutions.

Note:
The Whole Person Rule was used in this analysis

	Job Group 02B: Professionals - Faculty Adjunct					
	Total Employees: 73					
		Weight	*Females* Total: 23		*Minorities* Total: 18	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	90	47.6	42.8	33.7	30.3
1b	*Recruitment (non-local)*	10	47.6	4.8	24.9	2.5
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	0	0.0	0.0	0.0	0.0
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		47.6		32.8	
	Current %		31.5		24.7	
	Placement Goal? (2 Std. Dev.)		Yes		No	

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area
Factor 1b: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for the United States

Note:

The Whole Person Rule was used in this analysis

		Weight	Females Total: 57		Minorities Total: 27	
	Job Group 02C: Professionals Staff					
	Total Employees: 92					
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	86	56.0	48.2	29.4	25.3
1b	*Recruitment (non-local)*	8	55.4	4.4	25.0	2.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	6	70.3	4.2	37.4	2.2
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		56.8		29.5	
	Current %		62.0		29.3	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:

Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

Factor 1b: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for the United States

Factor 2a: Internal promotions are from all jobs within group 02C and 005

Note:

The Whole Person Rule was used in this analysis

<div align="center">

Job Group 003: Technicians

Total Employees: 2

</div>

		Weight	Females Total: 2		Minorities Total: 1	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	100	45.7	45.7	27.0	27.0
1b	*Recruitment (non-local)*	0	0.0	0.0	0.0	0.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	0	0.0	0.0	0.0	0.0
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		45.7		27.0	
	Current %		100.0		50.0	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

Note:
The Whole Person Rule was used in this analysis

<div align="center">

Job Group 005: Administrative Support Workers

Total Employees: 63

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		Weight	Females Total: 52		Minorities Total: 31	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	100	85.5	85.5	32.3	32.3
1b	*Recruitment (non-local)*	0	0.0	0.0	0.0	0.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	0	0.0	0.0	0.0	0.0
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		85.5		32.3	
	Current %		82.5		49.2	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

<div align="center">

Job Group 006: Craft Workers

Total Employees: 12

</div>

		Weight	Females Total: 2		Minorities Total: 5	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	91.5	2.9	2.7	51.3	46.9
1b	*Recruitment (non-local)*	0	0.0	0.0	0.0	0.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	8.5	16.7	1.4	55.6	4.7
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		4.1		51.6	
	Current %		16.7		41.7	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area
Factor 2a: Internal promotions are from all jobs within group 006 and 008
Note:
The Whole Person Rule was used in this analysis

Job Group 008: Labors and Helpers						
Total Employees: 6						
		Weight	Females Total: 1		Minorities Total: 5	
			Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	100.0	16.8	16.8	71.4	71.4
1b	*Recruitment (non-local)*	0	0.0	0.0	0.0	0.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	0	0.0	0.0	0.0	0.0
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		16.8		71.4	
	Current %		16.7		83.3	
	Placement Goal? (2 Std. Dev.)		No		No	

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area
Note:

The Whole Person Rule was used in this analysis

			Females Total: 7		Minorities Total: 10	
		Weight	Raw %	Net %	Raw %	Net %
1a	*Recruitment (local)*	100.0	33.4	33.4	55.6	55.6
1b	*Recruitment (non-local)*	0	0.0	0.0	0.0	0.0
1c	*Training Institutions*	0	0.0	0.0	0.0	0.0
2a	*Promotable/Transferable*	0	0.0	0.0	0.0	0.0
2b	*Persons Trainable*	0	0.0	0.0	0.0	0.0
3	*Custom Factor*	0	0.0	0.0	0.0	0.0
		100				
	Total Availability %		33.4		55.6	
	Current %		31.8		45.5	
	Placement Goal? (2 Std. Dev.)		No		No	

Job Group 009: Service Workers
Total Employees: 22

Statistical Sources:
Factor 1a: 2006-2010 American Community Survey (Worksite Table 1W) Statistics for Dallas-Fort Worth-Arlington, TX Metro Area

Note:
The Whole Person Rule was used in this analysis

Adverse Impact Analysis
Sorted by Job Group

Applicant Flow

Job Group 02B: Professionals - Faculty Adjunct

	Applicants	Hires	% Hires	Fisher's Exact Statistically Significant?*
Male	123	25	20.3%	
Female	111	17	15.3%	No
Unknown	43			
Hispanic	27	8	29.6%	
White	126	29	23.0%	No
Black	38	1	2.6%	Yes
Asian	18	3	16.7%	No
Amer. Ind.	1	0	0.0%	No
P. Islander/Hawaiian	0	0	0.0%	N/A
Two or More	2	1	50%	
Unknown	65			

Notes:

Highlighted rows are the favored groups to which the other groups are compared

* The two tailed Fisher's Exact result is statistically significant when it is less than or equal to .05

Job Group 02C: Professionals - Staff

	Applicants	Hires	% Hires	Fisher's Exact Statistically Significant?*
Female	528	10	1.9%	
Male	507	9	1.8%	No
Unknown	408			
White	321	15	4.7%	
Black	314	0	0.0%	Yes
Hispanic	175	2	1.1%	Yes
Asian	75	1	1.3%	No
Amer. Ind.	1	0	0.0%	No
P. Islander/Hawaiian	2	0	0.0%	No
Two or More	60	1	1.7%	
Unknown	495			

Notes:

Highlighted rows are the favored groups to which the other groups are compared

* The two tailed Fisher's Exact result is statistically significant when it is less than or equal to .05

Job Group 005: Administrative Support Workers

	Applicants	Hires	% Hires	Fisher's Exact Statistically Significant?*
Female	807	21	2.6%	
Male	271	4	1.5%	No
Unknown	412			

White	278	12	4.3%	
Black	370	4	1.1%	Yes
Hispanic	201	5	2.5%	No
Asian	71	3	4.2	No
Amer. Ind.	4	0	0.0%	No
P. Islander/Hawaiian	4	0	0.0%	No
Two or More	49	1	2.0%	
Unknown	513			

Notes:

Highlighted rows are the favored groups to which the other groups are compared

* The two tailed Fisher's Exact result is statistically significant when it is less than or equal to .05

Promotions

There is no statistically significant adverse impact indicated in gender or race promotion rates

Terminations

There is no statistically significant adverse impact indicated in gender or race termination rates

AFFIRMATIVE ACTION PLAN

FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

UNIVERSITY OF DALLAS

The Catholic University for Independent Thinkers

January 1, 2020 – December 31, 2020

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FOR INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

INTRODUCTION

Affirmative Action Plan for the Attraction and Advancement of Veterans and Individuals with Disabilities

"Catholic teaching and discipline are to influence all university activities, while the freedom of the conscience of each person is to be fully respected. Any official action or commitment of the University is to be in accord with its Catholic identity." (Ex Corde Ecclesiae, Pope John Paul II, 1990)

January 1, 2020 – December 31, 2020

University of Dallas

1845 E. Northgate Dr.
Irving, Texas 75062
(972) 721-5382

Commitment to the Dignity of the Human Person

The University of Dallas as a Catholic university is committed to the preservation and advancement of the dignity of the human person. In its social teaching, the Church defines work as a central component of life that impacts and defines human dignity. The Church challenges all employers to advance human dignity through respectful treatment in employment, just wages, and the advancement of all classes of people through work, especially those facing specific challenges such as individuals with disabilities.

The University of Dallas embraces the call for advancing human dignity in work, and has elected to engage in a program of affirmative action in its pursuit. Affirmative action is defined by federal legislation and executive order, and for which the university through its standing as a federal grantee is subject to its requirements. The University is committed to the attraction and advancement of women, minorities, veterans and qualified individuals with disabilities through a systematic program of recruiting, development, and pay equity.

The University, in its pursuit of advancing human dignity at work, strives to act in accordance with the requirements of Executive Order 11246 (as amended), and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR 60-2. It adopts this plan in good-faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR 1608.5).

This plan applies to all employment operations of the University in all of its divisions, colleges, and locations.

Access to Plan

The University of Dallas shall maintain and renew its plan annually. The plan is available for inspection on all regular business days of the University, Monday through Friday, 9 am to 4 pm, in the Office of Human Resources (Farrell, 1st floor). Additionally, the plan can be viewed on the Office of Human Resources website.

Questions regarding the plan should be addressed to the Office of Human Resources at (972) 721-5382.

Data Sources

All workforce data in the plan is compiled and analyzed by the Office of Human Resources from the University's database. The employment database is dynamic, so a static workforce file is created on the first business day of January. Faculty members serving in executive roles, such as President, Vice President, Provost, Dean or Associate Provost, are regarded as management and are not included in academic department data.

EQUAL EMPLOYMENT OPPORTUNITY POLICY
41 CFR Section 60-300.44(a), 41 CFR Section 60-741.44(a)

It is the policy at the University of Dallas to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, the University of Dallas is dedicated to taking affirmative action to employ and advance in employment protected veterans and individuals with disabilities. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to protected veteran or disability status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for protected veteran or individuals with disabilities;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for protected veterans and individuals with disabilities; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of Dr. Thomas S. Hibbs, President, who has assigned responsibility for its implementation to Dr. Mary E. Fleck, EEO Coordinator. The University of Dallas has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms the University of Dallas' commitment to protected veterans and individuals with disabilities is posted in a form that is accessible and understandable to an individual with a disability.

Questions, comments, or complaints regarding this policy may be directed to the EEO Coordinator at any time:

Dr. Mary E. Fleck
1845 E. Northgate Drive
Farrell Hall (first Floor)
Irving, TX 75062
Phone: (972) 721-4054
Fax: (972) 721-4095

Internal Dissemination of EEO/AA Policy
41 CFR Section 60-300.44(g), 41 CFR Section 60-741.44(g)

The Equal Employment Opportunity and Affirmative Action policy is published regularly in the following outlets:

1. University of Dallas Employee Handbook
2. University of Dallas Faculty Handbook
3. Rome Campus Handbook
4. Faculty Search Handbook

Equal employment opportunity posters and other required notices are displayed adjacent to the entrance of the second floor break room in Farrell Hall and in the Facilities Building on the Irving Campus and at the business office of the Rome Campus.

The plan shall be reviewed in new employee orientations and in the orientation and training for faculty search committees.

Advertisements for employment shall state, "*The University of Dallas seeks to recruit, develop, and retain faculty, staff, and administration of the highest caliber. The University is an Eq2ual Opportunity Employer, and encourages application from female and minority candidates and others who will enhance our community and advance our Mission,*" and, when possible, include the address for the webpage of the human resources office.

Other dissemination procedures that may be implemented, as needed:
   a. The University's overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the President's support for the affirmative action policy;
   b. All employees and prospective employees are informed of the University's commitment to engage in affirmative action to increase employment opportunities for protected veterans and individuals with disabilities;
   c. The University's affirmative action policy is publicized through applicable internal communication media;
   d. The policy is discussed thoroughly in both employee orientation and management training programs;
   e. When employees are featured in employee handbooks or similar publications for employees, the University may include protected veterans and individuals with disabilities.

External Dissemination of EEO/AA Policy
41 CFR Section 60-300.44(f), 41 CFR Section 60-741.44(f)

The University of Dallas undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans and individuals with disabilities. The following provides examples of such outreach that may, or may not, be employed by the University:

1. Incorporating an Equal Opportunity Clause regarding protected veterans and individuals with disabilities in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.
2. Notifying all applicants of the EEO policy, and inviting them to self-identify. Application forms state the University of Dallas's commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.
3. Outreach and recruitment activities that may be undertaken as needed by the University include enlisting the assistance and support of persons and organizations in recruiting, and developing on- the-job training opportunities for protected veterans and individuals with disabilities, in order to fulfill its commitment to provide equal employment opportunity for such individuals. Such assistance and support persons and or organizations may include the following, as applicable and/or appropriate:
   a. The Local Veterans' Employment Representative in the local employment service office (One-Stop) nearest the University's establishment;

b. The Department of Veterans Affairs Regional Office nearest the University's establishment;
c. The veterans' counselors and coordinators on college campuses;
d. The service officers of the national veterans' groups active in the area of the University's establishment;
e. Local veterans' groups and veterans' service centers near the University's establishment;
f. The National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it;
g. The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and
h. Any organization listed in the Employer Resources section of the National Resource Directory (http://www.nationalresourcedirectory.gov/), or any future service that replaces or complements it.
i. The State Vocational Rehabilitation Service Agency (SVRA), State mental health agency, or State developmental disability agency in the area of the University's establishment;
j. The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the University's establishment;
k. The Department of Veterans Affairs Regional Office nearest the University's establishment (www.va.gov);
l. Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
m. Local Employment Network (EN) organizations listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
n. Local disability groups, organizations, or Centers for Independent Living (CIL) near the University's establishment;
o. Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
p. Private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.

4. Listing employment openings (except executive and top management, positions that are filled from within, and positions lasting three days or less) at the appropriate state employment services office. Formal briefing sessions and campus tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources, and feedback on disposition of applicants, are conducted when appropriate.

5. Developing internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, and all other employees.

6. Establishing meaningful contacts with veteran's service organizations and organizations for individuals with disabilities for such purposes as advice, technical assistance, and referral of potential employees. Such assistance may consist of advice concerning proper placement, recruitment, training, and reasonable accommodation.

7. Making good faith efforts to consider protected veterans and applicants with known disabilities for all available positions for which they may be qualified, to the extent practicable.

8. Recruiting at educational institutions including efforts to reach students who are protected veterans.

9. Incorporating recruitment programs established with schools in effort to reach students with disabilities. Efforts may be made to participate in work-study programs with rehabilitation facilities and schools that specialize in training or educating individuals with disabilities.

10. When appropriate, efforts may be made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities that specialize in training or educating disabled veterans.

Efforts may be made to include individuals with disabilities when employees are pictured in recruitment and

marketing materials.

RESPONSIBILITY FOR IMPLEMENTATION
41 CFR Section 60-300.44(i), 41 CFR Section 60-741.44(i)

Dr. Mary E. Fleck has overall responsibility for implementation of the Equal Employment Opportunity Policy as the Equal Employment Opportunity (EEO) Coordinator, and assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level.

Responsibility for the implementation and monitoring of the affirmative action program rests with the EEO Coordinator, whose responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures, when appropriate, to include discussions with managers, supervisors, and employees to ensure the policies are followed.
3. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts.
4. Developing and maintaining an internal audit and reporting system that:
   a. Identifies areas that require remedial action, and develops programs to correct those problem areas.
   b. Determines the degree to which the goals and objectives are reached.
5. Assisting management in solving any identified problems. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings.
7. Keeping management informed of the latest developments in the equal employment opportunity area.
8. Assisting in career counseling for protected veterans employees and employees with disabilities.
9. Assisting employees in solving problems and resolving EEO complaints.
10. Serving as a liaison between the University of Dallas and community groups, governmental agencies, and vocational rehabilitation organizations.
11. Serving as a liaison between University of Dallas and organizations for protected veterans and individuals with disabilities.

PROCESS AND PROCEDURE REVIEWS

Review of Personnel Processes
41 CFR Section 60-300.44(b), 41 CFR Section 60-741.44(b)

The University of Dallas reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of protected veterans and applicants with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype protected veterans and individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. The University of Dallas periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out. When protected veterans are considered for employment, only that portion of the individuals' military records, including discharge papers, that is relevant to the requirements of the position will be considered.

The following are procedures that the University of Dallas intends to utilize for the current plan year to facilitate the review and evaluative process:

1. Job requirements are validated by division, department, location or other appropriate organizational units. Special attention is given to academic, experience, physical, and skill requirements to ensure that the requirements themselves do not constitute inadvertent discrimination.
2. Selection processes are evaluated at least annually to ensure that they are nondiscriminatory.
3. Individuals who have a role in the selection process are chosen with special care given to their qualifications for such roles and are provided any necessary ongoing training to ensure that the selection processes remain nondiscriminatory.
4. Active recruiting with various professional organizations and job sites that facilitate the employment efforts of individuals with disabilities and/or qualified veterans.

The following are some procedures that the University of Dallas may consider using to facilitate the review and evaluative process:

1. A justification form is completed by hiring managers, as facilitated by the Office of Human Resources, to document why, or why not, an applicant or employee was, or was not, selected for the position, a promotion, or training, as needed.
2. When a protected veteran employee or applicant is rejected for employment, promotion, or training, a review of the reason is completed, as needed;
3. When an employee or applicant with a disability is rejected for employment, promotion, or training, a review of the reason is completed along with a description of any reasonable accommodation considered, as needed; and
4. When an employee or applicant is selected for hire, promotion, or training, and reasonable accommodation has been undertaken to enable the selection of an employee or applicant with a disability, the applicant form or personnel record contains a description of the reasonable accommodation.

Physical and Mental Qualifications
41 CFR Section 60-300.44(c), 41 CFR Section 60-741.44(c)

The University of Dallas reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified disabled veterans and qualified individuals with disabilities, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified disabled veterans and qualified individuals with disabilities in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, the University of Dallas assures that the requirements are related to the specific job(s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

Reasonable Accommodation
41 CFR Section 60-300.44(d), 41 CFR Section 60-741.44(d)

The University of Dallas makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee known to be a disabled veteran or an employee with a known disability has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

Employees and/or applicants may contact the Office of Human Resources at any time to formally request an accommodation:

Human Resources
1845 E. Northgate Drive
Farrell Hall (first floor)
Irving, TX 75062
benefits@udallas.edu
Phone: (972) 721-5255
Fax: (972) 721-4095

Harassment
41 CFR Section 60-300.44(e), 41 CFR Section 60-741.44(e)

The University of Dallas develops and maintains procedures to ensure that its employees are not harassed because of their status as a protected veteran, or on the basis of a disability. The University's anti-harassment policy furthers its commitment to the teachings of the Catholic Church to advance human dignity through respectful treatment in employment, just wages, and the advancement of all classes of people through work, especially those facing specific challenges such as individuals with disabilities

All new employees are advised of the University's nondiscrimination and anti-harassment policy during orientation. All current employees complete periodic anti-harassment online training.

Training
41 CFR Section 60-300.44(j), 41 CFR Section 60-741.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program. Training includes information found within this affirmative action plan, and also including, but not limited to, instruction and facilitation on the practices and procedures within the faculty search handbook, employee handbook, faculty handbook, and Rome handbook. New employees will receive training on this plan via orientation.

<div align="center">**DATA COLLECTION ANALYSIS**</div>
<div align="center">41 CFR Section 60-300.44(k), 41 CFR Section 60-741.44(k)</div>

The University of Dallas documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as protected veterans pursuant to § 60-300.42(a), or who are otherwise known as protected veterans;
2. The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities;
3. The total number of job openings and total number of jobs filled;
4. The total number of applicants for all jobs;
5. The number of protected veteran applicants hired;
6. The number of applicants with disabilities hired; and
7. The total number of applicants hired.

Data Collection Analysis Table

		Applicants	Applicant Ratio	Hires & Promotions	Hires & Promotions Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Veterans	2	0.0%	3	5.5%			
	Disabled	162	3.9%	1	0.8%			
	Total	**4,152**		**121**		**125**	**121**	**96.8%**

BENCHMARKS AND UTILIZATION GOALS

Benchmarks for Hiring Veterans
41 CFR Section 60-300.45

Benchmarks are set on an annual basis using one of the two mechanisms described below:

1. Establish a benchmark equaling the national percentage of veterans in the civilian labor force, which will be published and updated annually on the OFCCP website; or
2. Establish a benchmark by taking into account: (i) the average percentage of veterans in the civilian labor force in the State(s) where the contractor is located over the preceding three years, as calculated by the Bureau of Labor Statistics and published on the OFCCP website; (ii) the number of veterans, over the previous four quarters, who were participants in the employment service delivery system in the State where the contractor is located, as tabulated by the Veterans' Employment and Training Service and published on the OFCCP website; (iii) the applicant ratio and hiring ratio for the previous year, based on the data collected pursuant to § 60-300.44(k); (iv) the contractor's recent assessments of the effectiveness of its external outreach and recruitment
efforts, as set forth in § 60-300.44(f)(3); and (v) any other factors, including but not limited to the nature of the contractor's job openings and/or its location, which would tend to affect the availability of qualified protected veterans.

The University of Dallas has chosen to establish a benchmark equaling the national percentage of veterans in the civilian labor force. The benchmark is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of establishing benchmarks is to create a quantifiable method by which the University of Dallas can measure its progress toward achieving equal employment opportunity for protected veterans.

Veteran Hiring Benchmark[1]: 6.4%

Utilization Goals for Individuals with Disabilities
41 CFR Section 60-741.45

The OFCCP establishes a utilization goal for employment of qualified individuals with disabilities for each job group in the contractor's workforce. The utilization goal is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of the utilization goal is to establish a benchmark against which the contractor must measure the representation of individuals within each job group in its workforce, or within the contractor's entire workforce. The University of Dallas evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce.

The University's determination that it has not attained the utilization goal established in one or more job groups does not constitute either a finding or admission of discrimination in violation of this part.

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[1] The University has used the term 'Benchmark' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such term and statistics does not indicate the University's agreement that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the University.

Utilization Summary of Individuals with Disabilities**:**

		Employees	Disabled	Disabled Availability %	Disabled Utilization %	Met Goal?
01A	Exec/Senior Offs & Mgrs.	18	1	7.0%	5.6%	No
01B	First/Mid Offs & Mgrs.	39	2	7.0%	5.1%	No
02A	Professionals: Faculty	151	3	7.0%	2.0%	No
02B	Professionals: Faculty Adjunct	73	0	7.0%	0.0%	No
02C	Professionals: Staff	92	4	7.0%	4.3%	No
003	Technicians	2	0	7.0%	0.0%	No
005	Administrative Support Workers	63	1	7.0%	1.6%	No
006	Craft Workers	12	1	7.0%	8.3%	Yes
008	Labors & Helpers	6	0	7.0%	0.0%	No
009	Service Workers	22	0	7.0%	0.0%	No

IDENTIFICATION OF PROBLEM AREAS
41 CFR Section 60-741.45(e)

When the percentage of individuals with disabilities in one or more job groups is less than the utilization goal the University of Dallas takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, we assess our:

1. Personnel processes;
2. The effectiveness of our outreach and recruitment efforts;
3. The results of our affirmative action program audit, and;
4. Any other areas that might affect the success of the affirmative action program

The University of Dallas has not found any impediments to equal employment opportunity in our personnel processes, outreach, and recruitment efforts, or any other area that might affect the success of our affirmative action program.

Personnel Processes

- During the 2016 plan year, the University of Dallas surveyed its internal workforce to determine whether or not there are problems of disability utilization (see utilization summary above). The University has a total of 478 employees included in this plan.
- The following utilization goals have been set:

  - 01A - Exec/Senior Offs & Mgrs.: 7.0%
  - 01B - First/Mid Offs & Mgrs. : 7.0%
  - 02A - Professionals: Faculty: 7.0%
  - 02B - Professionals: Faculty Adjunct: 7.0%
  - 02C - Professionals: Staff: 7.0%
  - 003 - Technicians: 7.0%
  - 005 - Administrative Support Workers: 7.0%
  - 008 - Labors & Helpers: 7.0%
  - 009 - Service Workers: 7.0%

Assessment of outreach and recruitment efforts
41 CFR Section 60-300.44(f)(3), 41 CFR Section 60-741.44(f)(3)

The University of Dallas each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans and qualified individuals with disabilities. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. If the University of Dallas concludes the totality of its efforts are not effective in identifying and recruiting qualified protected veterans and qualified individuals with disabilities, alternative outreach and recruitment efforts are identified and implemented.

The University of Dallas concludes that each and the totality of its efforts are effective in identifying and recruiting qualified protected veterans and qualified individuals with disabilities.

Outreach and Recruitment Activities for Protected Veterans and Individuals with Disabilities include, but are not limited to:

- Posting all open positions on the Texas Workforce Commission (TWC) employment site
- Posting all open positions on purpleplacement.com (national veteran's job listing site)
- Submitting all open position descriptions to Goodwill Industries of Dallas

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Results of AAP Audit

- The University of Dallas audited its AAP to ensure compliance and good faith efforts to recruit, hire, and retain qualified veterans and individuals with disabilities. The University reviewed compliance posters, internal and external communications such as job descriptions and job postings, leaves of absence policies, nondiscrimination policies and their dissemination, screening and interviewing processes, and training and development opportunities.

Other Areas

- The University of Dallas has not identified any other areas that might affect the success of the affirmative action program.

ACTION ORIENTED PROGRAMS
41 CFR Section 60-741.45(f)

As needed, the University of Dallas develops action-oriented programs designed to correct any identified problems areas. These action-oriented programs may include:

1. The modification of personnel processes to ensure equal employment opportunity for individuals with disabilities;
2. Alternative or additional outreach and recruitment efforts, and/or;
3. Other actions designed to correct the identified problem areas and attain the established goal.

Personnel Processes

- The University surveyed its internal workforce on disability status by job group during the 2016 plan year and has reviewed the utilization goals listed above.
- Corrective actions, including, but not limited to, training and selection processes, outreach efforts, and recruitment initiatives will be taken as appropriate.
- The Office of Human Resources, in conjunction with the applicable division, department or other organizational unit, will review faculty and staff job descriptions on a regular basis to determine if there are requirements that are discriminatory for disabled employees. Appropriate changes to the job requirements will be made, as applicable.
- Review of staff performance appraisal process and practice to ensure tools and procedures are free from bias toward individuals with disabilities.
- Review of faculty rank and tenure process to ensure tools and procedures are free from bias toward individuals with disabilities.
- Staff performance appraisals will be analyzed for high performing, high potential employees to be considered for professional development plans. Reasonable accommodations should be considered at all times.
- A justification form is completed by hiring managers, as facilitated by the Office of Human Resources, to document why, or why not, an applicant or employee was, or was not, selected for the position, a promotion, or training, as needed.
- The Office of Human Resources will conduct exit interviews in a good faith effort to identify areas for which qualified disabled faculty may be adversely affected.

Outreach and Recruitment Efforts

- The University will evaluate its effectiveness of outreach and recruitment efforts in regards to the job groups with utilization goals and will take appropriate, good faith, action to recruit, hire, and retain qualified individuals with disabilities.
- The University provides the option of completing paper-based employment applications as a reasonable accommodation onsite.
- New recruitment initiatives and resources will be researched and implemented in a good faith effort to increase qualified veteran and disabled applicants in conjunction with department heads and Deans.
- Open position applicant pools will require certification of good faith efforts in fostering diversity of applicants from the Office of Human Resources prior to giving access of applications to hiring supervisors and/or search committees.
- The Office of Human Resources will assist departments with job groups where veterans and disabled individuals are currently underutilized in recruitment, selection, and retention activities

aimed at   meeting placement goals.
- Educate hiring managers on selection activities that standardize processes and procedures across candidates.
- Develop staff search guidelines outlining the recruitment and selection procedures from requisition to hire. Best practices for screening, interviewing, and interacting with applicants and candidates will be included.
- Job requirements are validated by division, department, location or other appropriate organizational units. Special attention is given to academic, experience, physical, and skill requirements to ensure that the requirements themselves do not constitute inadvertent discrimination. Job specifications are free from bias in regard to race, color, religion, sex, national origin, age, or disabled or veteran status, except where there is a bona fide occupational qualification.
- Selection processes are evaluated at least annually to ensure that they are nondiscriminatory.
- Individuals who have a role in the selection process are chosen with special care given to their qualifications for such roles and are provided any necessary ongoing training to ensure that the selection processes remain nondiscriminatory.

Other Actions

- The University will evaluate the results of AAP audit.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h), 41 CFR Section 60-741.44(h)

The University of Dallas will design, implement, and document an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.