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January 23, 2025

Mr. Charlie Smithson  
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Ms. Meghan Nelson  
Chief Clerk of the House  
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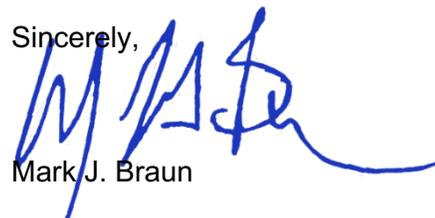
Re: Minority and Women Educators Enhancement Program Report and Affirmative Action, Diversity and Multicultural Accomplishment

Dear Members of the Iowa General Assembly:

Pursuant to Iowa Codes §19B.5 and 262.93; 262.82, attached is the 2024 Annual Diversity Report which covers the Minority and Women Educators Enhancement Program Report and the report on Affirmative Action, Diversity, and Multicultural Accomplishment.

If you have any questions or need more information, please do not hesitate to contact this office.

Sincerely,



Mark J. Braun

## **ANNUAL AFFIRMATIVE ACTION REPORT**

**Executive Summary:** This memorandum consists of two annual reports.

▶ **Affirmative Action:**

- ◆ Primary Occupational Activity Group Comparisons – Illustrates overall progress in the percentage of females and minority groups over the last 10 years. (page 2)
- ◆ Peer Group Comparisons – Shows data on the percentages of women and minorities in faculty ranks at the Regent universities and the average percentages of women and minorities in faculty ranks in their respective peer institution group. (page 3)
- ◆ Funding Sources and Itemized Costs – FY 2024. (page 3)

▶ **Regents' Minority and Women Educators Enhancement Program.**

**Background:**

**AFFIRMATIVE ACTION** – Iowa Code § 19B.5 requires that the Board and its institutions submit an annual report on affirmative action, diversity and multicultural accomplishments to the Iowa General Assembly by January 31. The report is to include information identifying funding sources and itemized costs, including administrative costs, for these programs. The affirmative action report summarizes activities of the Regent institutions during the past year to provide equal employment opportunities for administrators, faculty and staff.

**MINORITY AND WOMEN EDUCATORS ENHANCEMENT PROGRAM** – Iowa Code § 262.82 requires the Board of Regents to establish a program to recruit women and minority educators to faculty positions at the Regent universities and to file an annual report of these activities.

**Affirmative Action – Primary Occupational Activity Group Comparisons**

The tables below provide five- and 10-year comparisons by Primary Occupational Activity (POA) group. The statistics are prepared from workforce data compiled for all regular, full-time and part-time employees working 50% or more using federal guidelines prescribed by the Office of Federal Contract Compliance Programs.

It is important to note other reports may use different data sources, time periods and definitions; thus, prudence should be used when comparing data in this report to data in other workforce-related reports. As an example, this report includes deans, directors and departmental executive officers who hold faculty rank in the POA group for Executive, Administrative and Managerial Staff. Other reports may include these individuals in the faculty category.

In the last 10 years, overall change in the percentage of females and/or minorities to total employees in each POA group has been shown in the areas highlighted green in the tables below:

UNIVERSITY OF IOWA															
Primary Occupational Activity Group	October 31, 2014					October 31, 2019					October 31, 2024				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	369	151	40.9%	21	5.7%	369	178	48.2%	43	11.7%	421	212	50.4%	65	15.4%
Tenured and Tenure Track Faculty	1,453	476	32.8%	301	20.7%	1,335	455	34.1%	306	22.9%	1,275	466	36.5%	336	26.4%
Non-Tenure Track Faculty	967	483	49.9%	191	19.8%	1,458	767	52.6%	346	23.7%	1,567	830	53.0%	346	22.1%
Professional and Scientific Staff	8,898	6,363	71.5%	728	8.2%	11,162	8,106	72.6%	1060	9.5%	13,255	9,703	73.2%	1,502	11.3%
Secretarial and Clerical Staff	1,773	1,488	83.9%	97	5.5%	1,255	999	79.6%	124	9.9%	924	704	76.2%	146	15.8%
Technical and Paraprofessional Staff	685	532	77.7%	78	11.4%	936	740	79.1%	150	16.0%	1,047	810	77.4%	240	22.9%
Skilled Crafts Staff	354	19	5.4%	17	4.8%	319	18	5.6%	16	5.0%	236	10	4.2%	15	6.4%
Service and Maintenance Staff	1,925	1,024	53.2%	390	20.3%	2,143	1,222	57.0%	607	28.3%	2,463	1,424	57.8%	897	36.4%
<b>Total</b>	<b>16,424</b>	<b>10,536</b>	<b>64.2%</b>	<b>1,823</b>	<b>11.1%</b>	<b>18,977</b>	<b>12,485</b>	<b>65.8%</b>	<b>2,652</b>	<b>14.0%</b>	<b>21,188</b>	<b>14,159</b>	<b>66.8%</b>	<b>3,547</b>	<b>16.7%</b>

IOWA STATE UNIVERSITY															
Primary Occupational Activity Group	October 31, 2014					October 31, 2019					October 31, 2024				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	419	183	43.7%	34	8.1%	478	229	47.9%	46	9.6%	321	173	53.9%	31	9.7%
Tenured and Tenure Track Faculty	1,262	403	31.9%	318	25.2%	1,203	398	33.1%	337	28.0%	1,070	357	33.4%	350	32.7%
Non-Tenure Track Faculty	681	383	56.2%	104	15.3%	642	359	55.9%	102	15.9%	623	333	53.5%	114	18.3%
Professional and Scientific Staff	2,254	1,142	50.7%	280	12.4%	2,791	1,469	52.6%	478	17.1%	3,446	1,938	56.2%	633	18.4%
Secretarial and Clerical Staff	889	786	88.4%	38	4.3%	712	616	86.5%	45	6.3%	422	364	86.3%	29	6.9%
Technical and Paraprofessional Staff	138	94	68.1%	10	7.2%	106	68	64.2%	5	4.7%	380	173	45.5%	31	8.2%
Skilled Crafts Staff	279	14	5.0%	7	2.5%	264	12	4.5%	8	3.0%	113	7	6.2%	6	5.3%
Service and Maintenance Staff	302	299	99.0%	56	18.5%	623	331	53.1%	76	12.2%	632	270	42.7%	102	16.1%
<b>Total</b>	<b>6,224</b>	<b>3,304</b>	<b>53.1%</b>	<b>847</b>	<b>13.6%</b>	<b>6,819</b>	<b>3,482</b>	<b>51.1%</b>	<b>1,097</b>	<b>16.1%</b>	<b>7,007</b>	<b>3,615</b>	<b>51.6%</b>	<b>1,296</b>	<b>18.5%</b>

UNIVERSITY OF NORTHERN IOWA															
Primary Occupational Activity Group	October 31, 2014					October 31, 2019					October 31, 2024				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	99	43	43.4%	9	9.1%	101	51	50.5%	11	10.9%	81	40	49.4%	6	7.4%
Tenured and Tenure Track Faculty	550	255	46.4%	86	15.6%	441	203	46.0%	84	19.0%	301	142	47.2%	69	22.9%
Non-Tenure Track Faculty	26	14	53.8%	2	7.7%	58	35	60.3%	5	8.6%	79	55	69.6%	7	8.9%
Professional and Scientific Staff	622	360	57.9%	55	8.8%	632	360	57.0%	77	12.2%	653	364	55.7%	72	11.0%
Secretarial and Clerical Staff	249	243	97.6%	12	4.8%	201	191	95.0%	12	6.0%	177	166	93.8%	15	8.5%
Technical and Paraprofessional Staff	21	5	23.8%	3	14.3%	18	3	16.7%	3	16.7%	18	4	22.2%	4	22.2%
Skilled Crafts Staff	59	3	5.1%	3	5.1%	54	3	5.6%	2	3.7%	41	1	2.4%	1	2.4%
Service and Maintenance Staff	234	119	50.9%	30	12.8%	211	96	45.5%	30	14.2%	219	103	47.0%	46	21.0%
<b>Total</b>	<b>1,860</b>	<b>1,042</b>	<b>56.0%</b>	<b>200</b>	<b>10.8%</b>	<b>1,716</b>	<b>942</b>	<b>54.9%</b>	<b>224</b>	<b>13.1%</b>	<b>1,569</b>	<b>875</b>	<b>55.8%</b>	<b>220</b>	<b>14.0%</b>

TOTAL REGENT INSTITUTIONS															
Primary Occupational Activity Group	October 31, 2014					October 31, 2019					October 31, 2024				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	887	377	42.5%	64	7.2%	948	458	48.3%	100	10.5%	823	425	51.6%	102	12.4%
Tenured and Tenure Track Faculty	3,265	1,134	34.7%	705	21.6%	2,979	1,056	35.4%	727	24.4%	2,646	965	36.5%	755	28.5%
Non-Tenure Track Faculty	1,674	880	52.6%	297	17.7%	2,158	1,161	53.8%	453	21.0%	2,269	1,218	53.7%	467	20.6%
Professional and Scientific Staff	11,774	7,865	66.8%	1,063	9.0%	14,585	9,935	68.1%	1,615	11.1%	17,354	12,005	69.2%	2,207	12.7%
Secretarial and Clerical Staff	2,911	2,517	86.5%	147	5.0%	2,168	1,806	83.3%	181	8.3%	1,523	1,234	81.0%	190	12.5%
Technical and Paraprofessional Staff	844	631	74.8%	91	10.8%	1,060	811	76.5%	158	14.9%	1,445	987	68.3%	275	19.0%
Skilled Crafts Staff	692	36	5.2%	27	3.9%	637	33	5.2%	26	4.1%	390	18	4.6%	22	5.6%
Service and Maintenance Staff	2,461	1,442	58.6%	476	19.3%	2,977	1,649	55.4%	713	24.0%	3,314	1,797	54.2%	1,045	31.5%
<b>Total</b>	<b>24,508</b>	<b>14,882</b>	<b>60.7%</b>	<b>2,870</b>	<b>11.7%</b>	<b>27,512</b>	<b>16,909</b>	<b>61.5%</b>	<b>3,973</b>	<b>14.4%</b>	<b>29,764</b>	<b>18,649</b>	<b>62.7%</b>	<b>5,063</b>	<b>17.0%</b>

## Affirmative Action – Peer Group Comparisons

Affirmative action efforts put forth by the Regent universities are geared toward meeting or exceeding goals set for occupational categories based upon the availability for each job group within specific geographic areas. Availability in recruitment pools is a major factor in affirmative action.

Recruitment for faculty is on a national or even international basis. In the past, the Board has asked how peer group institutions compare to the Regent universities. Comparison data on the percentages of women and minorities in the faculty ranks at peer institutions is provided below.

This data originates from the Integrated Post-Secondary Data System (IPEDS) and reflects only full-time faculty for Fall 2023; data provided on page 3 reflects faculty with appointments 50% and greater in Fall 2024. Workforce data as portrayed in the tables on page 3 are not available for peer institutions.

Full-Time Tenured and Tenure Track - Fall 2023		
	Percent Female	Percent Minority
<b>University of Iowa</b>	35.95%	24.07%
Peer Group Average	39.31%	27.53%
<b>Iowa State University</b>	33.77%	29.47%
Peer Group Average	35.91%	27.23%
<b>University of Northern Iowa</b>	48.8%	21.3%
Peer Group Average	47.5%	29.8%

### **Affirmative Action – Funding Sources and Itemized Costs**

AFFIRMATIVE ACTION REVENUES AND EXPENDITURES - FY 2024 <sup>1</sup>				
	SUI Office of Civil Rights Compliance	ISU Office of Equal Opportunity	UNI Office of Civil Rights Compliance	Total
<b>REVENUES</b>				
<b>State Appropriations</b>				
General Fund	\$386,914	\$86,863	\$45,837	\$519,614
Other				0
<b>State Appropriations - Subtotal</b>	<b>\$386,914</b>	<b>\$86,863</b>	<b>\$45,837</b>	<b>\$519,614</b>
<b>Other Revenues</b>				
Federal Support				0
Interest				0
Tuition and Fees				0
Reimbursed Indirect Costs				0
Sales and Services				0
Other Income				0
<b>Other Revenues - Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$386,914</b>	<b>\$86,863</b>	<b>\$45,837</b>	<b>\$519,614</b>
<b>EXPENDITURES</b>				
<b>Salaries</b>				
Faculty and Institutional Officers Salaries				\$0
Professional and Scientific Staff Salaries	\$381,496	\$74,363	\$38,762	494,621
General Service Staff Salaries				0
Hourly Wages			\$3,200	3,200
Labor in Transfers				0
Vacancy Factor				0
<b>Salaries - Subtotal</b>	<b>\$381,496</b>	<b>\$74,363</b>	<b>\$41,962</b>	<b>\$497,821</b>
<b>Other</b>				
Professional and Scientific Staff Supplies	\$5,418	\$12,500	\$3,875	\$21,793
Library Acquisitions				0
Rentals				0
Utilities				0
Building Repairs				0
Auditor of State Reimbursement				0
Aid to Individuals				0
<b>Other - Subtotal</b>	<b>\$5,418</b>	<b>\$12,500</b>	<b>\$3,875</b>	<b>\$21,793</b>
<b>Total Expenditures</b>	<b>\$386,914</b>	<b>\$86,863</b>	<b>\$45,837</b>	<b>\$519,614</b>

<sup>1</sup>The report of revenues and expenditures reflects the salaries/benefits of staff related to affirmative action efforts and the affirmative action plan. They do not reflect the entire budget of the Office of Civil Rights and Compliance (SUI), Office of Equal Opportunity (ISU) or the Office of Civil Rights and Compliance (UNI).

# **IOWA**

## **REPORT TO THE IOWA BOARD OF REGENTS**

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**Annual Equal Employment Opportunity and  
Affirmative Action Workforce Report  
November 2024**

Submitted by

Liz Tovar, PhD

Executive Officer for Access, Opportunity, and Diversity and Associate Vice President

Office of the Executive Vice President and Provost  
University of Iowa

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# Annual Equal Employment Opportunity and Affirmative Action Workforce Report November 2024

## I. INTRODUCTION

The purpose of the University of Iowa's Affirmative Action Program is to reaffirm and ensure that the principle of equality of opportunity for all persons is applied to recruitment, appointment, and promotion in all employment classifications.

The *2024 Annual Equal Employment Opportunity and Affirmative Action Workforce Report* presents highlights of employment activity at the university. The statistical information in this report is prepared from workforce data compiled according to Board of Regents guidelines, i.e., it includes all regular full-time and part-time employees working 50 percent time or more on the annual snapshot date of November 1. Changes and activities are reported for Primary Occupational Activity groups (a grouping of several job classifications similar in content, salary, and opportunity), tenured/tenure track faculty, clinical track faculty, research track faculty, instructional track faculty, women, racial/ethnic minorities, individuals who have disabilities, and veterans.

This report also uses federal guidelines prescribed by the Office of Federal Contract Compliance Programs. It is important to note that other university reports may use different data sources and definitions; thus, prudence should be used when comparing the data in this report to data in other workforce-related reports, such as the Integrated Postsecondary Educational Data System (IPEDS) Human Resources Survey and reports produced by other university offices.<sup>1</sup>

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<sup>1</sup> For example, this report includes deans, directors and departmental executive officers who hold faculty rank among Executive, Administrative, and Managerial Staff, whereas in some workforce-related reports produced by the Office of the Provost these individuals may be included among the faculty.

## II. OVERVIEW: HIGHLIGHTS OF EMPLOYMENT ACTIVITY

- **One-Year Comparison of Workforce Categories.** From November 1, 2023 to November 1, 2024, the University of Iowa workforce increased by 1,192 employees (+6.0%), from 19,996 to 21,188. Further details about workforce changes in the past year are presented in Section IV of this report.
  - The faculty and staff increased by 900 women (+6.8%).
  - Total racial/ethnic minority representation increased by 302 faculty and staff (+9.3%). Net changes among racial/ethnic groups were:
    - + 144 Hispanics/Latinos (+15.8%)
    - + 102 Blacks/African Americans (+11.4%)
    - + 36 Asians/Pacific Islanders (+3.0%)
    - + 21 employees identifying as two or more races (+11.0%)
    - - 1 American Indian/Alaska Native (-2.2%)
  - There was an increase of 7 tenured/tenure track faculty (+0.6%).
  - The number of women faculty members on the tenure track increased by 12 (+2.6%), increasing representation from 35.8% to 36.5%.
  - The number of minority faculty members on the tenure track increased by 16 (+5.0%), increasing representation from 25.2% to 26.4%.
  - Representation of women among executive, administrative, and managerial staff increased by 5 (+2.4%), from 50.1% to 50.4%.
  - There was no change in the number of racial/ethnic minorities among executive, administrative, and managerial staff; representation decreased from 15.7% to 15.4%.
  - Minority representation among professional and scientific staff increased by 110 staff (+7.9%), from 11.2% to 11.3%.
  - While hiring goals were achieved in some departments/job groups, underrepresentation of women and minorities remains in other areas. With all underrepresented departments and job groups aggregated, the university is currently underrepresented by 446 women (2.1% of the total workforce) and by 347 minorities (1.6% of the total workforce).<sup>2</sup>
  - There was a net increase of 2 employees (+0.5%) who self-reported having disabilities.
  - There was a net increase of one employee who self-identified as a disabled veteran, and no change in the number of Armed Forces Service Medal veterans. There were decreases in the numbers of Active Duty Wartime/Campaign Badge veterans (-7) and recently separated veterans (-5).

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<sup>2</sup> Underrepresentation is defined as having fewer women or minorities in a particular job group or department than would reasonably be expected by their availability. For more information on the determination of underrepresentation, see Section V of this report.

- **Five-Year Comparison of Workforce Categories.** From November 1, 2019 to November 1, 2024, the University of Iowa workforce increased by 2,211 employees (+11.7%), from 18,977 to 21,188. Further details about workforce changes in the past five years are presented in Section VI of this report.
  - The faculty and staff increased by 1,674 women (+13.4%).
  - Total racial/ethnic minority representation increased by 895 faculty and staff (+33.7%). Net changes among racial/ethnic groups were:
    - + 352 Blacks/African Americans (+54.7%)
    - + 336 Hispanics/Latinos (+46.5%)
    - + 126 Asians/Pacific Islanders (+11.4%)
    - + 87 employees identifying as two or more races (+69.6%)
    - - 6 American Indians/Alaska Natives (-11.8%)
  - There was a net decrease of 60 tenured/tenure track faculty (-4.5%). The number of women tenure track faculty increased by 11 (+2.4%), and the number of minority faculty increased by 30 (+9.8%).
  - The number of employees who self-reported having disabilities increased by 234 (+149%). This increase may be due in part to a resurvey of the workforce in October 2022.
  - The number of employees who self-identified as disabled veterans increased (+6). There were decreases in the numbers of Active Duty Wartime/Campaign Badge veterans (-91), Armed Forces Service Medal veterans (-2), and recently separated veterans (-3).
  
- **Ten-Year Comparison of Workforce Categories.** From November 1, 2014 to November 1, 2024, the University of Iowa workforce increased by 4,764 employees (+29.0%), from 16,424 to 21,188. Further details about workforce changes in the past ten years are presented in Section VII of this report.
  - The faculty and staff increased by 3,623 women (+34.4%).
  - Racial/ethnic minority representation increased by 1,724 faculty and staff (+94.6%). Net changes among racial/ethnic groups were:
    - + 611 Hispanics/Latinos (+137%)
    - + 559 Blacks/African Americans (+128%)
    - + 418 Asians/Pacific Islanders (+51.1%)
    - + 145 employees identifying as two or more races (+216%)
    - - 9 American Indians/Alaska Natives (-16.7%)
  - There was a net decrease of 178 tenured/tenure track faculty (-12.3%). The number of women on the tenure track decreased by 10 (-2.1%), and minority representation increased by 35 (+11.6%).
  - There was an increase of 310 employees (+383%) who self-reported having disabilities. This increase may be due in part to a resurvey of the workforce in October 2022.
  - There were increases in the numbers of employees who self-identified as disabled veterans (+16) and Armed Forces Service Medal veterans (+22). There were decreases in the numbers of Active Duty Wartime/Campaign Badge veterans (-219) and recently separated veterans (-7).

### **III. EQUAL EMPLOYMENT OPPORTUNITY AND SELECTED DIVERSITY INITIATIVES AT THE UNIVERSITY OF IOWA**

#### **A. The Division of Access, Opportunity, and Diversity**

The University of Iowa continues its efforts to promote equal employment opportunity and affirmative action at the institution, in compliance with federal and state laws and regulations. The university encourages each department to recruit, appoint, and promote persons who meet its high standards of excellence.

The Division of Access, Opportunity, and Diversity (DAOD) is comprised of two units: the Office of Civil Rights Compliance (OCRC) and the Office of Access and Support (OAS). DAOD is led by Dr. Liz Tovar, Executive Officer for Access, Opportunity, and Diversity (EO-AOD) and Associate Vice President.

The EO-AOD leads and coordinates the university's efforts to ensure university compliance with state and federal laws, including but not limited to affirmative action and human and civil rights. Additional duties include representing the Office of the Provost on matters within the university and the broader Iowa community, providing campus-wide leadership regarding the educational mission of a public research university, and advising the executive vice president and provost on strategic issues.

The EO-AOD works with other campus leaders, faculty, staff, and students to identify and pursue opportunities to create and enhance access, opportunity, and diversity within each division.

#### **B. The Office of Civil Rights Compliance**

In April 2024, the University of Iowa restructured its Office of Institutional Equity (OIE) into the Office of Civil Rights Compliance (OCRC) to align with Iowa Board of Regents directives. The OCRC combines Title IX, gender equity, and discrimination investigations and ADA compliance functions. Additionally, OCRC provides resources to students, faculty, and staff, fostering a campus environment that values individual ideas and contributions.

OCRC coordinates the university's response to reports of sexual harassment and sexual misconduct, including dating/domestic violence and stalking, when those reports involve members of or visitors to the university community. Informed by federal regulations and best practices, the unit aims to ensure the university's response is fair and equitable, effectively stops problem behavior, prevents its recurrence, and remedies its effects.

OCRC also implements community policies at the University of Iowa and supports the university's compliance with federal/state laws and regulations and university policies prohibiting discrimination, harassment, or retaliation by or towards any UI community member. Investigators respond to reports of alleged discrimination or harassment, provide resources and complaint options, investigate reported complaints, and provide education to UI faculty, staff, and students on the university's policies prohibiting discrimination, harassment, and related retaliation. The unit is also responsible for ADA compliance.

OCRC is also charged with the day-to-day implementation of federal and state equal employment opportunity/affirmative action (EEO/AA) laws/regulations and University of Iowa EEO/AA policies. The office supports the university by providing all members of the community with advice,

education, and services which ensure the university's compliance with all applicable federal, state, and university equal opportunity, affirmative action, nondiscrimination, and civil rights laws, regulations, and policies. In addition, the office provides leadership and resources to support the university in advancing the core values and priorities of inclusion.

OCRC is responsible for monitoring the recruitment and hiring process for faculty positions; evaluating recruitment plans; ensuring appropriate outreach efforts to women and minority applicants, including the use of targeted recruitment resources where underrepresentation of women and/or minorities exists; conducting pre-interview audits to ensure that all qualified candidates, including candidates protected against discrimination based on their sex, race/ethnicity, age, disability, or veteran status, are fairly considered; and reviewing the process used to select final candidates.

University Human Resources (UHR) reviews staff requisitions to ensure appropriate outreach efforts to women and minority applicants, including the use of targeted recruitment resources where underrepresentation of women and/or minorities exists. HR representatives and senior HR leaders are tasked with ensuring compliance with EEO/AA principles and policies at the offer stage. OCRC monitors the recruitment process for staff positions by conducting post-transaction reviews and audits, providing feedback to UHR and UI Health Care HR as appropriate.

Staff in OCRC are also tasked with providing primary prevention and awareness programs for incoming students and employees that include information on sexual harassment/sexual misconduct, bystander intervention, and risk reduction, along with information on other forms of protected-class discrimination and harassment. OCRC and Student Wellness in the Division of Student Life provide centralized oversight and monitoring of compliance with the mandatory harassment prevention education for the campus community on sexual harassment, sexual misconduct, and other forms of protected-class discrimination and harassment.

### **C. The University of Iowa Strategic Plan**

*The 2022 – 2027 University of Iowa Strategic Plan* establishes five interconnected priorities: student, faculty, and staff success; transformational research and discovery; welcoming and respectful environment; holistic well-being; and public engagement and impact embedded throughout these areas. The university has set specific five-year, data-driven targets to measure progress.

The welcoming and respectful environment priority is intended to facilitate proactive campus cultural change to cultivate a respectful environment that embeds the teaching and practicing of core skills of leadership into the Iowa experience. The university is dedicated to transparency, communication, collaboration, and accountability and seeks to provide a respectful environment in which individuals have a sense of belonging and the ability to achieve their potential. The four primary focus areas of the welcoming and respectful environment goal are evaluating and improving programs and policies to enhance access, opportunity, and diversity (AOD); promoting spaces and resources to support students, faculty, and staff; using best practices and data-driven policies and procedures to retain talented students, faculty, and staff; and communicating and elevating the university's values through strategy, narratives, content, and promotion.

## D. Path to Distinction Program

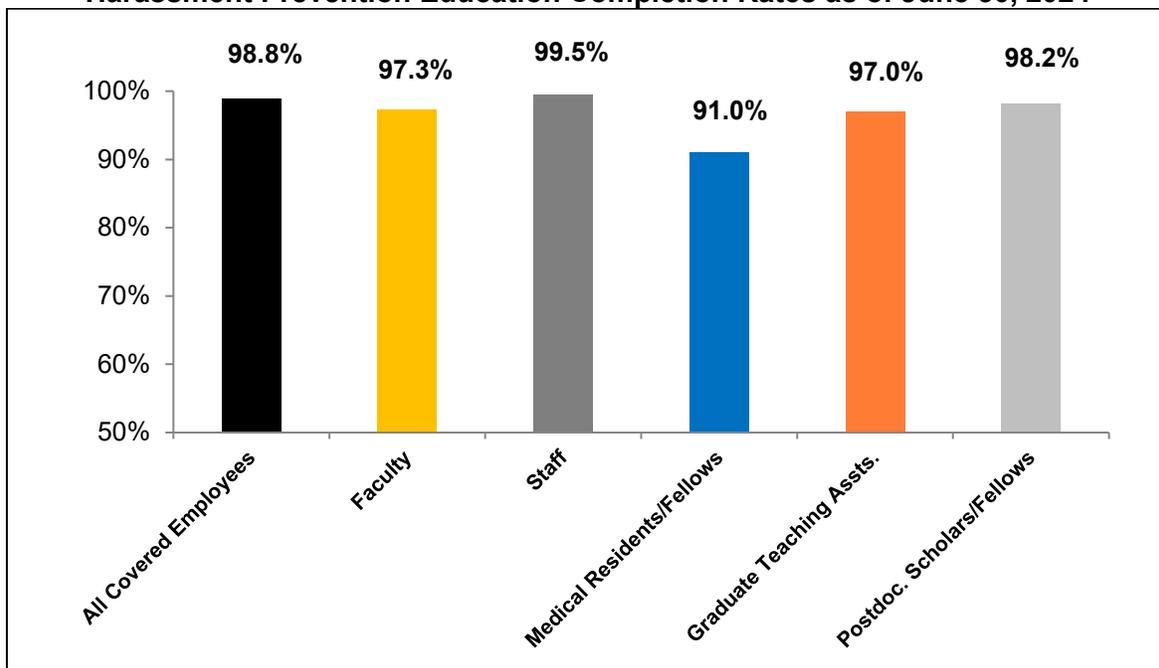
Path to Distinction: Best Practices Guidance for Faculty Search Committees is provided by the University of Iowa Office of the Executive Vice President and Provost and has been adapted from numerous faculty search publications. It is intended to serve as a referenced resource for faculty search committees to discuss faculty recruitment strategies in advance of and during a search. It is designed to provide best-practice strategies that support the university's commitment to enhancing excellence by attracting faculty who will excel at research, teaching, and clinical care and who will contribute to a vibrant community of learners.

## E. Harassment Prevention Education

Per university policy, all regular faculty and staff appointed at 50% time or greater, as well as medical residents/fellows, postdoctoral research scholars/fellows, graduate and undergraduate teaching assistants, and undergraduate resident assistants employed by University Housing are required to receive education on harassment prevention within six months of hire and to complete a refresher course every three years thereafter. Additionally, all faculty and staff hired or promoted into positions defined by the UI Policy on Sexual Harassment and Sexual Misconduct as academic or administrative officers (AAOs) are required to complete harassment prevention education within the first two months of appointment. Online anti-harassment courses are available to faculty and staff through Employee Self Service or the Compliance and Qualifications system. Deans, directors, departmental executive officers, and human resources representatives across campus are instrumental in ensuring that covered employees complete the mandated education.

During Fiscal Year 2024, a total of 20,274 employees completed one of the approved harassment prevention courses. As of June 30, 2024, 98.8% of current covered employees were compliant with the mandate for periodic education on harassment prevention.

**Figure 1**  
**Harassment Prevention Education Completion Rates as of June 30, 2024**



Students, staff, and faculty are notified annually of the following university policies by email:

- Policy on Sexual Harassment and Sexual Misconduct
- Policy on Human Rights
- Anti-Harassment Policy
- Policy on Consensual Relationships Involving Students
- Policy on Violence
- Anti-Retaliation Policy
- Nondiscrimination Statement
- Accessibility Statement

#### **IV. ONE-YEAR COMPARISON OF MAJOR WORKFORCE CATEGORIES: 2023 - 2024**

##### **A. Faculty and Staff by Primary Occupational Activity Group, Sex, and Race/Ethnicity, 2023 - 2024**

*Overall Changes.* The University of Iowa workforce increased by 1,192 employees (6.0 percent) during the 2023-24 data year, from 19,996 to 21,188. For analytical purposes, job titles have been categorized into Primary Occupational Activity (POA) groups based on job content, salary, and opportunities. The POA group with the largest proportional increase was Service and Maintenance Staff, and the largest net increase was in Professional and Scientific Staff. There were no decreases in any POA group.

The unit on campus with the largest workforce increase over the past year was UI Health Care, with a net increase of 1,060 employees (7.8 percent). Much of this growth can be attributed to the acquisition of Mercy Iowa City and their staff in January 2024. The addition of Mercy Iowa City's hospital and community clinics, now called UI Health Care Medical Center Downtown, resulted in approximately 815 regular employees transitioning to University of Iowa Health Care employment. These employees fall under the Downtown Campus Hospital and Downtown Campus Offsite Clinic departments; pre-existing clinical departments including Internal Medicine, Family Medicine, Pediatrics, and Care Coordination; and corporate services such as Patient Financial Services, Patient Access Center, and Health Care Information Services. The departments of Nursing and Pharmacy have also experienced growth, including increased success in filling vacancies in staff nurse, nurse clinician, and nursing assistant positions. Historically, these positions have been difficult to recruit and retain, and despite a continued demand due to increases in patient volume, staff counts in prior years remained static or declined year over year as a result. Due to multiple recruitment and retention efforts, nearly 40 staff nurse and nurse clinician positions and 10 nursing assistant positions have been filled. Similar to prior years, the Department of Pharmacy has continued to grow in ambulatory and inpatient services, requiring additional staff to support the growing patient census and demands.

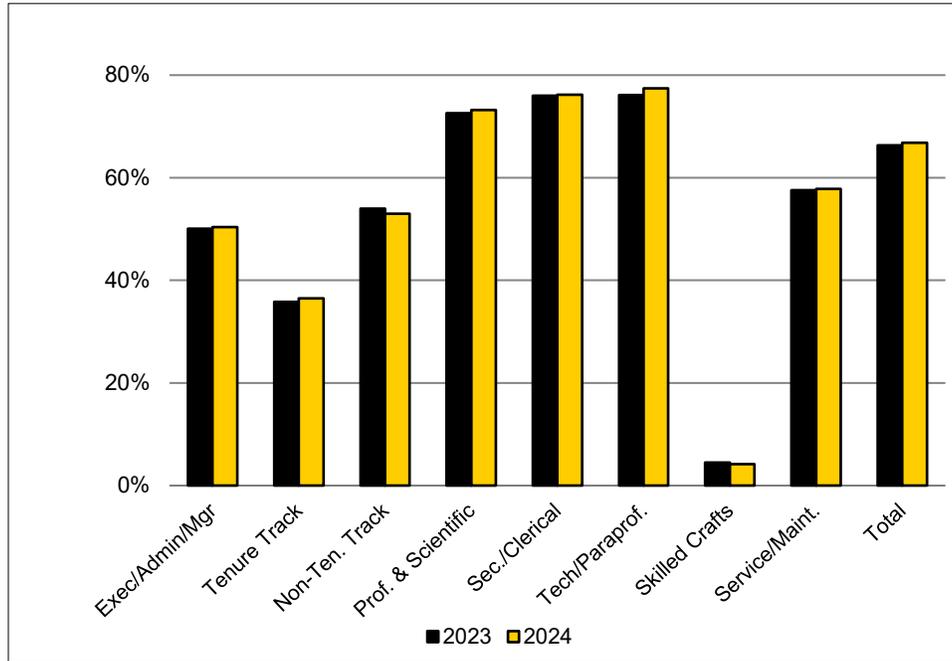
*Sex.* The number of women in the workforce increased by 900 (6.8 percent). The largest proportional increase was in Technical and Paraprofessional Staff, and the largest net increase was among Professional and Scientific Staff. There were no decreases in any POA group.

The table and chart on the following pages provide details about changes in the workforce composition by sex in the past year.

**Table 1**  
**Faculty and Staff by Primary Occupational Activity Group and Sex**  
**November 1, 2023 – November 1, 2024**

Primary Occupational Activity Group	2023		2024		Net Change	
	Total	Women	Total	Women	Total	Women
1 Executive, Administrative, & Managerial Staff	413	207 50.1 %	421	212 50.4 %	+ 8 + 1.9 %	+ 5 + 2.4 %
2 Tenured/Tenure Track Faculty	1,268	454 35.8 %	1,275	466 36.5 %	+ 7 + 0.6 %	+ 12 + 2.6 %
3 Non-Tenure Track Faculty	1,481	800 54.0 %	1,567	830 53.0 %	+ 86 + 5.8 %	+ 30 + 3.8 %
4 Professional & Scientific Staff	12,473	9,058 72.6 %	13,255	9,703 73.2 %	+ 782 + 6.3 %	+ 645 + 7.1 %
5 Secretarial and Clerical Staff	903	686 76.0 %	924	704 76.2 %	+ 21 + 2.3 %	+ 18 + 2.6 %
6 Technical and Paraprofessional Staff	969	737 76.1 %	1,047	810 77.4 %	+ 78 + 8.0 %	+ 73 + 9.9 %
7 Skilled Crafts Staff	221	10 4.5 %	236	10 4.2 %	+ 15 + 6.8 %	0
8 Service and Maintenance Staff	2,268	1,307 57.6 %	2,463	1,424 57.8 %	+ 195 + 8.6 %	+ 117 + 9.0 %
<b>Total</b>	<b>19,996</b>	<b>13,259</b> <b>66.3 %</b>	<b>21,188</b>	<b>14,159</b> <b>66.8 %</b>	<b>+ 1,192</b> <b>+ 6.0 %</b>	<b>+ 900</b> <b>+ 6.8 %</b>

**Figure 2**  
**Women Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2023 – November 1, 2024**



*Race/Ethnicity.* Employees may self-report race/ethnicity to the university at the time of application or appointment and may update or correct this information at any time.

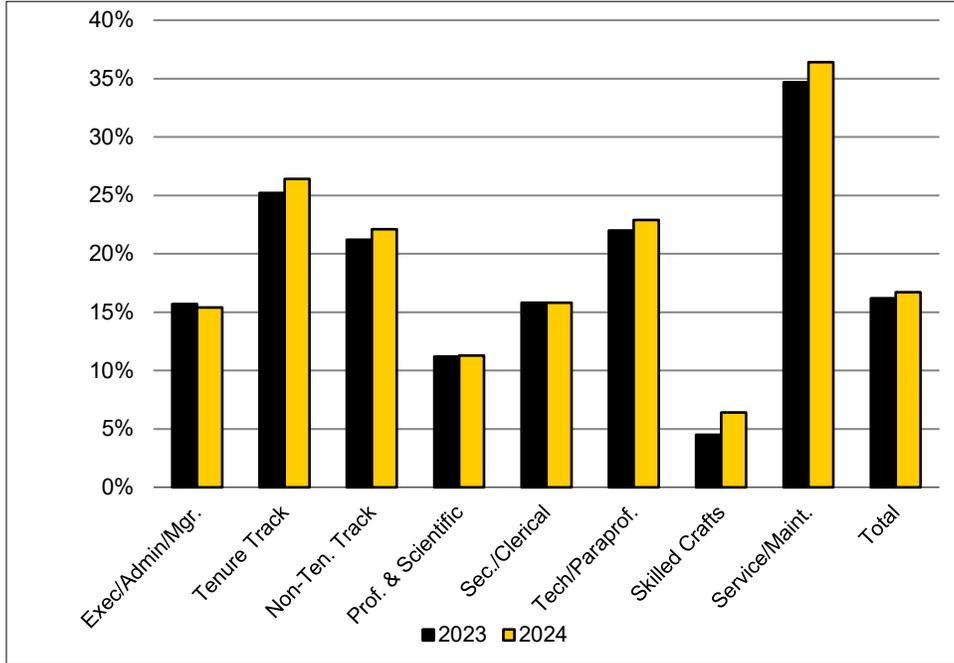
The total number of racial/ethnic minorities increased by 302 (9.3 percent) from 2023 to 2024. The largest proportional increase was among Skilled Crafts Staff, and the largest net increases were in Professional and Scientific Staff and Service and Maintenance Staff. There were no decreases any of the POA groups. The total numbers of employees who self-identified as Asian/Pacific Islander, Black/African American, Hispanic/Latino, and two or more races increased, while the number of employees who self-identified as American Indian/Alaska Native decreased by one. Changes in the racial/ethnic composition of the University of Iowa’s workforce over the past year are detailed in the table and charts on the following pages.

**Table 2**  
**Faculty and Staff by Primary Occupational Activity Group and Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**

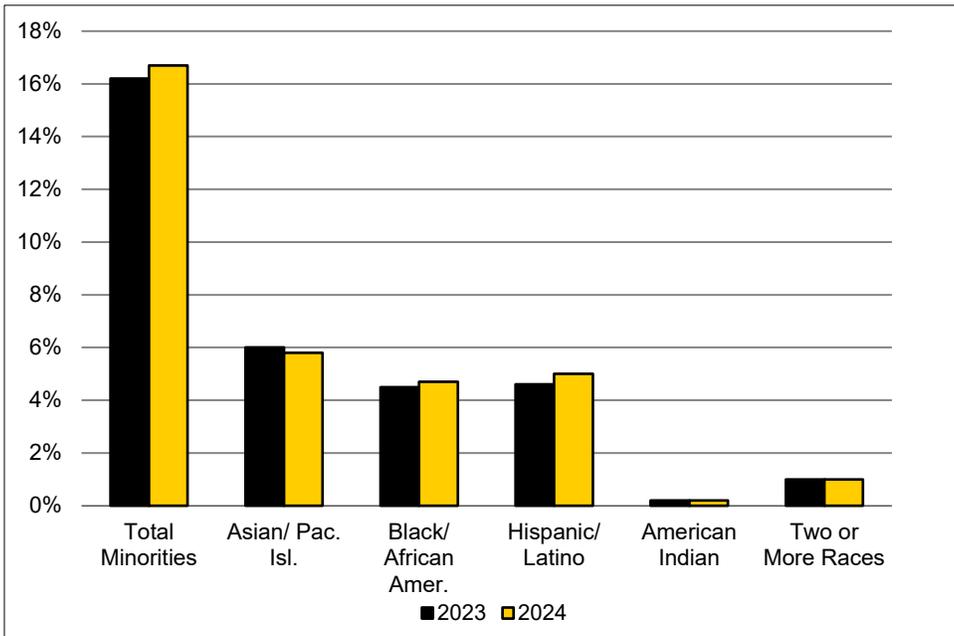
Primary Occupational Activity Group	2023							2024							Net Change						
	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races
1 Executive, Admin., & Managerial Staff	413	65 15.7%	24 5.8%	22 5.3%	12 2.9%	2 0.5%	5 1.2%	421	65 15.4%	25 5.9%	22 5.2%	13 3.1%	1 0.2%	4 1.0%	+8 +1.9%	0	+1 +4.2%	0	+1 +8.3%	-1 -50.0%	-1 -20.0%
2 Tenured/ Tenure Track Faculty	1,268	320 25.2%	212 16.7%	31 2.4%	66 5.2%	1 0.1%	10 0.8%	1,275	336 26.4%	225 17.6%	30 2.4%	70 5.5%	1 0.1%	10 0.8%	+7 +0.6%	+16 +5.0%	+13 +6.1%	-1 -3.2%	+4 +6.1%	0	0
3 Non-Tenure Track Faculty	1,481	314 21.2%	205 13.8%	33 2.2%	65 4.4%	3 0.2%	8 0.5%	1,567	346 22.1%	214 13.7%	40 2.6%	80 5.1%	3 0.2%	9 0.6%	+86 +5.8%	+32 +10.2%	+9 +4.4%	+7 +21.2%	+15 +23.1%	0	+1 +12.5%
4 Professional & Scientific Staff	12,473	1,392 11.2%	566 4.5%	263 2.1%	416 3.3%	22 0.2%	125 1.0%	13,255	1,502 11.3%	587 4.4%	286 2.2%	478 3.6%	22 0.2%	129 1.0%	+782 +6.3%	+110 +7.9%	+21 +3.7%	+23 +8.7%	+62 +14.9%	0	+4 +3.2%
5 Secretarial & Clerical Staff	903	143 15.8%	36 4.0%	59 6.5%	36 4.0%	5 0.6%	7 0.8%	924	146 15.8%	30 3.2%	61 6.6%	41 4.4%	5 0.5%	9 1.0%	+21 +2.3%	+3 +2.1%	-6 -16.7%	+2 +3.4%	+5 +13.9%	0	+2 +28.6%
6 Technical & Paraprofessional Staff	969	213 22.0%	39 4.0%	77 7.9%	83 8.6%	2 0.2%	12 1.2%	1,047	240 22.9%	43 4.1%	92 8.8%	90 8.6%	2 0.2%	13 1.2%	+78 +8.0%	+27 +12.7%	+4 +10.3%	+15 +19.5%	+7 +8.4%	0	+1 +8.3%
7 Skilled Crafts Staff	221	10 4.5%	2 0.9%	1 0.5%	5 2.3%	0	2 0.9%	236	15 6.4%	2 0.8%	2 0.8%	9 3.8%	0	2 0.8%	+15 +6.8%	+5 +50.0%	0	+1 +100%	+4 +80.0%	0	0
8 Service & Maintenance Staff	2,268	788 34.7%	116 5.1%	408 18.0%	231 10.2%	11 0.5%	22 1.0%	2,463	897 36.4%	110 4.5%	463 18.8%	277 11.2%	11 0.4%	36 1.5%	+195 +8.6%	+109 +13.8%	-6 -5.2%	+55 +13.5%	+46 +19.9%	0	+14 +63.6%
<b>Total</b>	<b>19,996</b>	<b>3,245</b> <b>16.2%</b>	<b>1,200</b> <b>6.0%</b>	<b>894</b> <b>4.5%</b>	<b>914</b> <b>4.6%</b>	<b>46</b> <b>0.2%</b>	<b>191</b> <b>1.0%</b>	<b>21,188</b>	<b>3,547</b> <b>16.7%</b>	<b>1,236</b> <b>5.8%</b>	<b>996</b> <b>4.7%</b>	<b>1,058</b> <b>5.0%</b>	<b>45</b> <b>0.2%</b>	<b>212</b> <b>1.0%</b>	<b>+1,192</b> <b>+6.0%</b>	<b>+302</b> <b>+9.3%</b>	<b>+36</b> <b>+3.0%</b>	<b>+102</b> <b>+11.4%</b>	<b>+144</b> <b>+15.8%</b>	<b>-1</b> <b>-2.2%</b>	<b>+21</b> <b>+11.0%</b>

\* In 2024, 18 employees self-identified as Native Hawaiian or Other Pacific Islander; due to the small number, this racial/ethnic category is combined with the Asian category in this report.

**Figure 3**  
**Minority Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2023 – November 1, 2024**



**Figure 4**  
**Total Workforce by Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**



**B. Faculty and Staff by Disability and Veteran Status, 2023 - 2024**

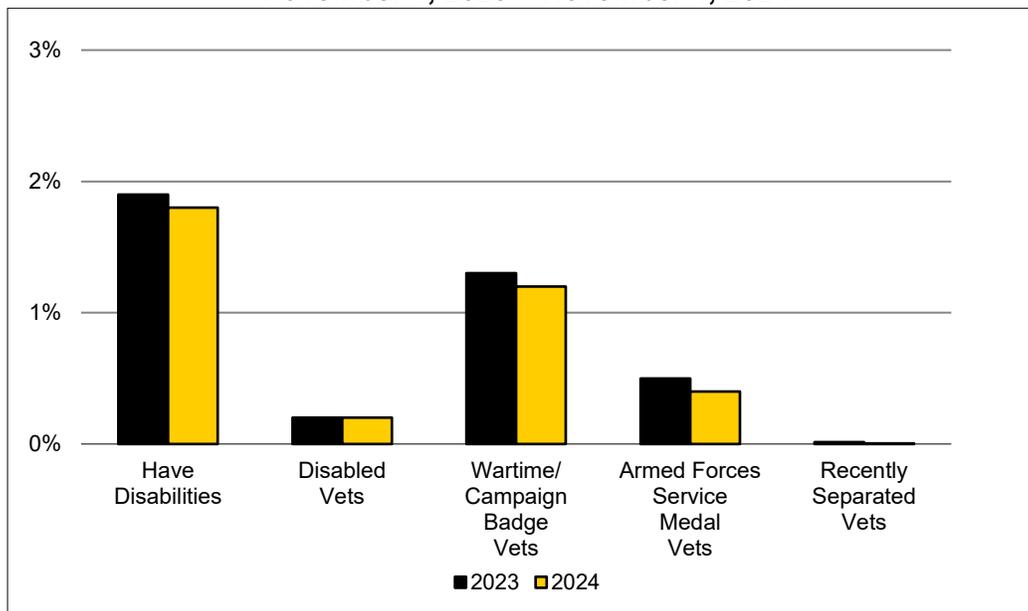
Employees may self-report disability and veteran status to the university at the time of appointment and may update or correct this information at any time. Per the federal OMB Voluntary Self-Identification of Disability form, a person is considered to have a disability if they have a physical or mental impairment or medical condition that substantially limits a major life activity, or if they have a history or record of such an impairment or medical condition.

The number of employees who reported having a disability increased by 2 (0.5 percent) from 2023 to 2024. There was a net increase of one employee who self-identified as a disabled veteran, and there was no change in the number of employees who self-identified as Armed Forces Service Medal veterans. The numbers decreased of self-identified Active Duty Wartime/Campaign Badge veterans and employees whose discharge date from military service was within the three years prior to the data snapshot date.

**Table 3**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2023 – November 1, 2024**

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2023	19,996	389 1.9 %	45 0.2 %	263 1.3 %	91 0.5 %	6 < 0.1 %
2024	21,188	391 1.8 %	46 0.2 %	256 1.2 %	91 0.4 %	1 < 0.1 %
Net Change	+ 1,192 + 6.0 %	+ 2 + 0.5 %	+ 1 + 2.2 %	- 7 - 2.7 %	0	- 5 - 83.3 %

**Figure 5**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2023 – November 1, 2024**



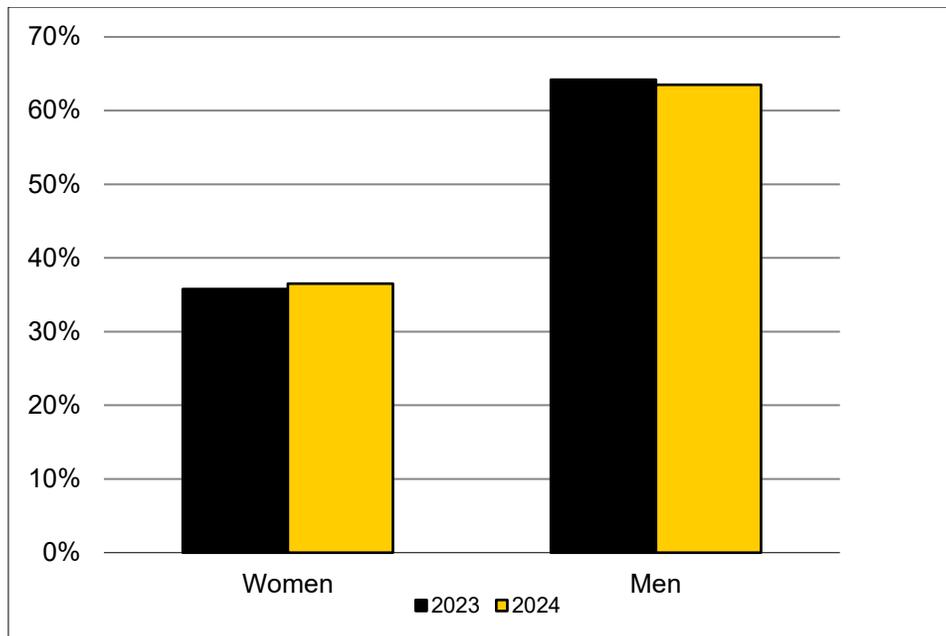
**C. Tenured/Tenure Track Faculty by Sex and Race/Ethnicity, 2023 - 2024**

The number of tenured/tenure track faculty increased by 7 (0.6 percent) in the last year. The number of women increased by 12 (2.6 percent), and the number of minority faculty increased by 16 (5.0 percent).

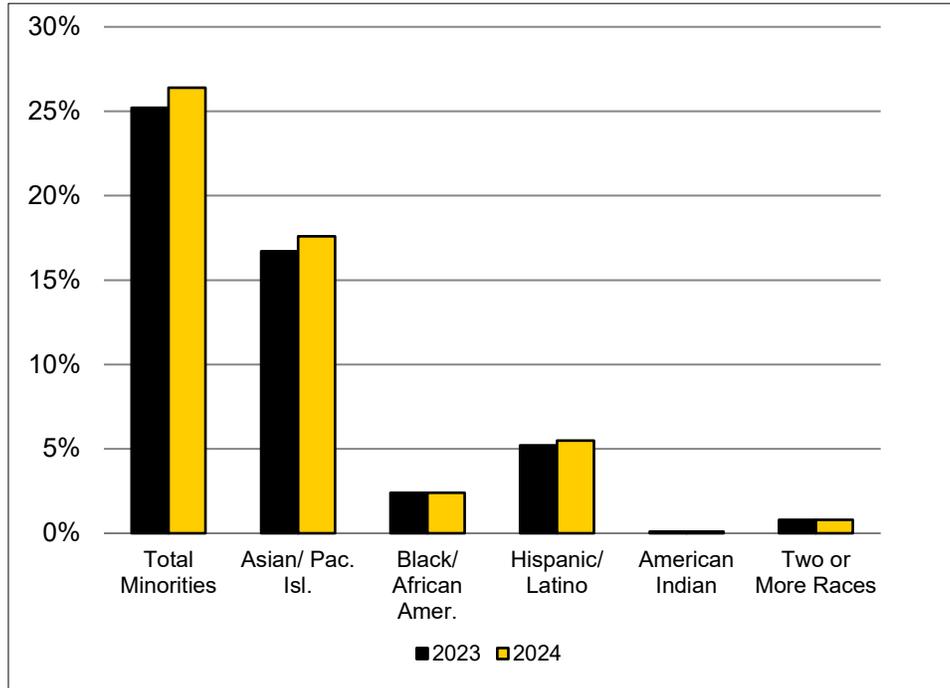
**Table 4  
Tenured/Tenure Track Faculty by Sex and Race/Ethnicity  
November 1, 2023 – November 1, 2024**

Year	Tenured/ Tenure Track Faculty	Women	Total Minorities	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Two or More Races
2023	1,268	454 35.8 %	320 25.2 %	212 16.7 %	31 2.4 %	66 5.2 %	1 0.1%	10 0.8 %
2024	1,275	466 36.5 %	336 26.4 %	225 17.6 %	30 2.4 %	70 5.5 %	1 0.1%	10 0.8 %
Net Change	+ 7 + 0.6 %	+ 12 + 2.6 %	+ 16 + 5.0 %	+ 13 + 6.1 %	- 1 - 3.2 %	+ 4 +6.1 %	0	0

**Figure 6  
Tenured/Tenure Track Faculty by Sex  
November 1, 2023 – November 1, 2024**



**Figure 7**  
**Tenured/Tenure Track Faculty by Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**



**D. Tenured/Tenure Track Faculty Promotion and Tenure Rates by Sex and Minority Status, Academic Year 2024–25**

A total of 90 tenure track faculty were granted promotions effective Academic Year 2024-25, of whom 33 are women. This rate of promotion (36.7 percent) approximates the percentage of women on the tenure track faculty, now at 36.5 percent. Racial/ethnic minorities received 30 of the 90 promotions (33.3 percent); this representation approximates the representation of minorities on the tenure track faculty (26.4 percent).

Forty-two tenure track faculty members were granted tenure effective Academic Year 2024-25, of whom 17 (40.5 percent) are women. As of November 2024, women represent 47.4 percent of the untenured faculty on the tenure track. Among the 42 tenure track faculty members who received tenure, 15 (35.7 percent) are members of racial/ethnic minority groups. As of November 2024, minorities represent 32.2 percent of the untenured faculty on the tenure track.

The percentage of women and minorities who are eligible for tenure and/or promotion review varies from year to year, and, in some years, may be lower or higher than their representation among the untenured faculty on the tenure track.

**Table 5  
Tenured/Tenure Track Faculty Promotions & Tenure Rates by Sex and Minority Status  
Effective 2024-25 Academic Year**

	Total	Women	Minorities
<b>PROMOTIONS</b>			
Number on Tenure Track	1,275	466	336
Percentage of Total on Tenure Track		36.5%	26.4%
Sought Promotions	90	33	30
Percentage of All Faculty Who Sought Promotions (n = 90)		36.7%	33.3%
Percentage of Subgroup (Total, Women, or Minorities)	7.1%	7.1%	8.9%
Granted Promotions	90	33	30
Percentage of All Faculty Who Were Granted Promotions (n = 90)		36.7%	33.3%
Percentage of Subgroup (Total, Women, or Minorities) Who Sought Promotions	100.0%	100.0%	100.0%
<b>TENURE</b>			
Number of Untenured Faculty on Tenure Track	363	172	117
Percentage of Total Untenured on Tenure Track		47.4%	32.2%
Sought Tenure	42	17	15
Percentage of All Faculty Who Sought Tenure (n = 42)		40.5%	35.7%
Percentage of Subgroup (Total, Women, or Minorities)	11.6%	9.9%	12.8%
Granted Tenure	42	17	15
Percentage of All Faculty Who Were Granted Tenure (n = 42)		40.5%	35.7%
Percentage of Subgroup (Total, Women, or Minorities) Who Sought Tenure	100.0%	100.0%	100.0%

**E. Clinical Track Faculty by Sex and Race/Ethnicity, 2023 - 2024**

Faculty appointed to clinical track positions are included in POA Group 3, Non-Tenure Track Faculty. The university experienced a net decrease of 8 clinical track faculty (0.8 percent) over the past year.

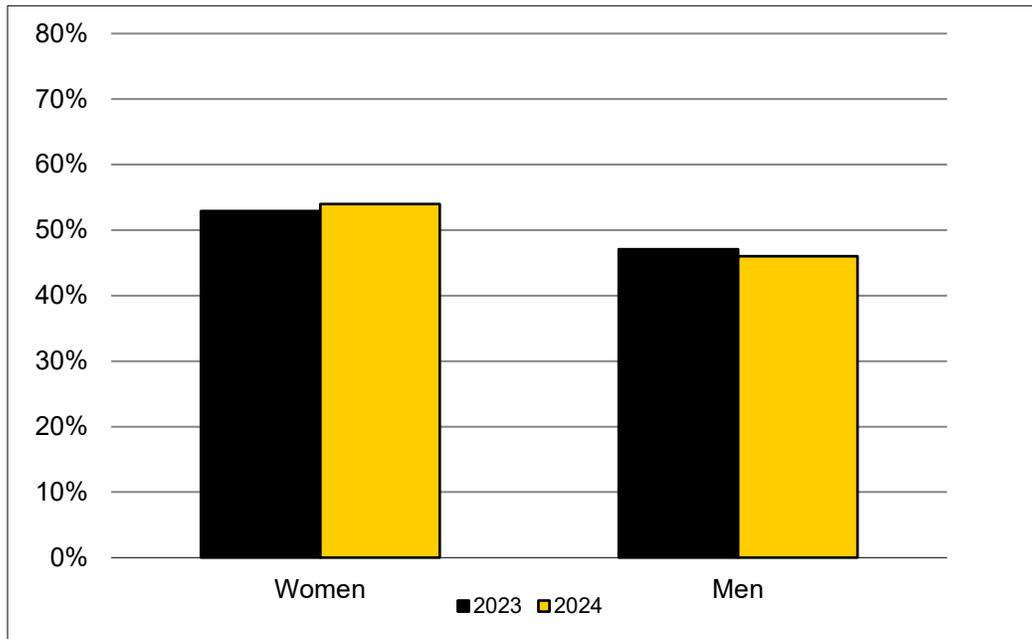
The number of women on the clinical track increased by 7 (1.3 percent), and the number of minorities on the clinical track decreased by 3 (1.3 percent).

Carver College of Medicine continues to employ the majority of the clinical track faculty (85 percent), followed by the College of Dentistry (5 percent). The remaining clinical track faculty are employed in the colleges of Education, Nursing, Education, Liberal Arts and Sciences, Pharmacy, Law, Public Health, and the Tippie College of Business.

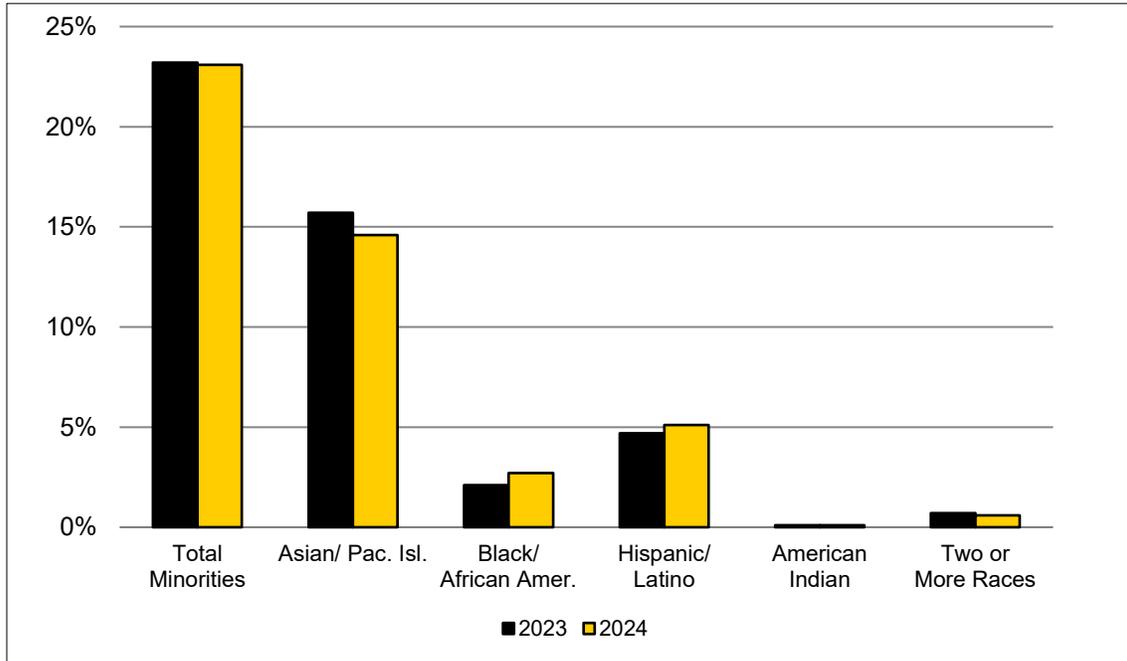
**Table 6**  
**Clinical Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**

Year	Clinical Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2023	1,021	540 52.9 %	237 23.2 %	160 15.7 %	21 2.1 %	48 4.7 %	1 0.1 %	7 0.7 %
2024	1,013	547 54.0 %	234 23.1 %	148 14.6 %	27 2.7 %	52 5.1 %	1 0.1 %	6 0.6 %
Net Change	- 8 - 0.8 %	+ 7 + 1.3 %	- 3 - 1.3 %	- 12 - 7.5 %	+ 6 + 28.6 %	+ 4 + 8.3 %	0	- 1 - 14.3%

**Figure 8**  
**Clinical Track Faculty by Sex**  
**November 1, 2023 – November 1, 2024**



**Figure 9  
Clinical Track Faculty by Race/Ethnicity  
November 1, 2023 – November 1, 2024**



**F. Research Track Faculty by Sex and Race/Ethnicity, 2023 - 2024**

The research track is a subset of POA Group 3, Non-Tenure Track Faculty, developed for faculty who devote most of their time to performing externally-supported research and who submit or assist in the submission of research grants.

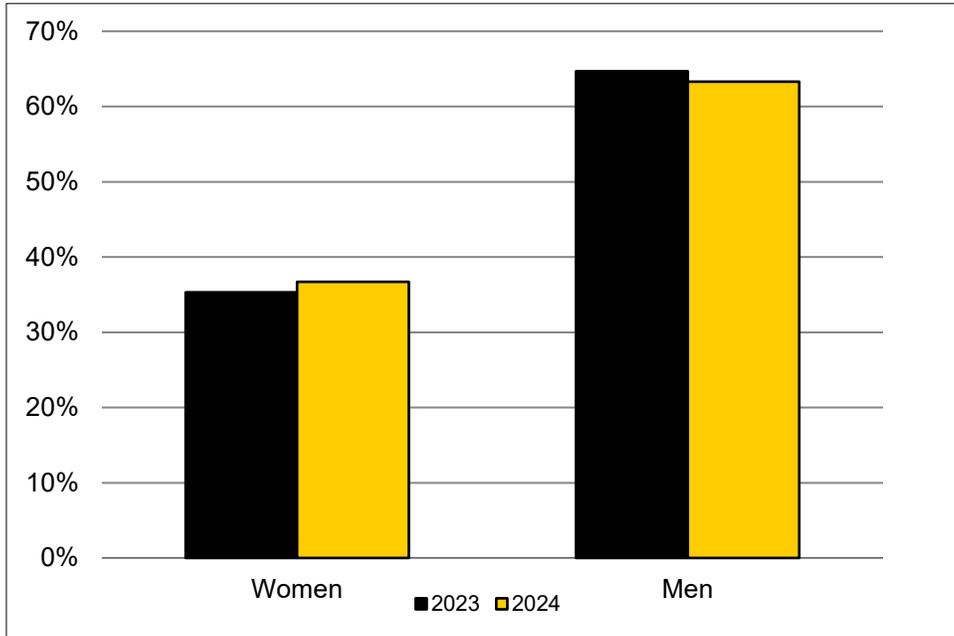
There was a decrease of 2 faculty (3.9 percent) on the research track over the last year. There was no change in the number of women on the research track, and the number of racial/ethnic minorities increased by 2 (9.1 percent).

Carver College of Medicine employs the majority (96 percent) of the research track faculty; the College of Public Health employs the remaining research track faculty.

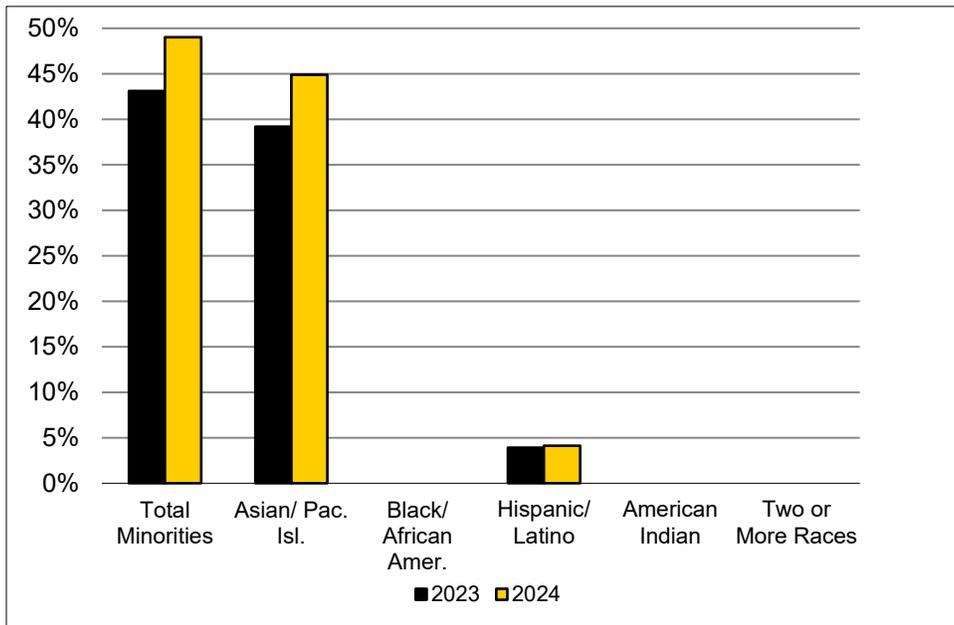
**Table 7  
Research Track Faculty by Sex and Race/Ethnicity  
November 1, 2023 – November 1, 2024**

Year	Research Track Faculty	Women	Total Minorities	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Two or More Races
2023	51	18 35.3 %	22 43.1 %	20 39.2 %	0	2 3.9 %	0	0
2024	49	18 36.7 %	24 49.0 %	22 44.9 %	0	2 4.1 %	0	0
Net Change	-2 - 3.9 %	0	+ 2 + 9.1 %	+ 2 + 10.0 %	0	0	0	0

**Figure 10**  
**Research Track Faculty by Sex**  
**November 1, 2023 – November 1, 2024**



**Figure 11**  
**Research Track Faculty by Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**



## G. Instructional Track Faculty by Sex and Race/Ethnicity, 2023 - 2024

The instructional track is a subset of POA Group 3, Non-Tenure Track Faculty, for faculty who devote most of their time to engaging in the university’s teaching mission. The UI Instructional Faculty Policy was developed through an extensive shared governance process and approved in Fall 2016, providing more substantial contracts, representation on the UI Faculty Senate, access to dispute procedures, and opportunities for promotion. The majority of faculty with instructional track appointments following the implementation of the new policy had held other non-tenure track appointments at the University of Iowa prior to the new policy.

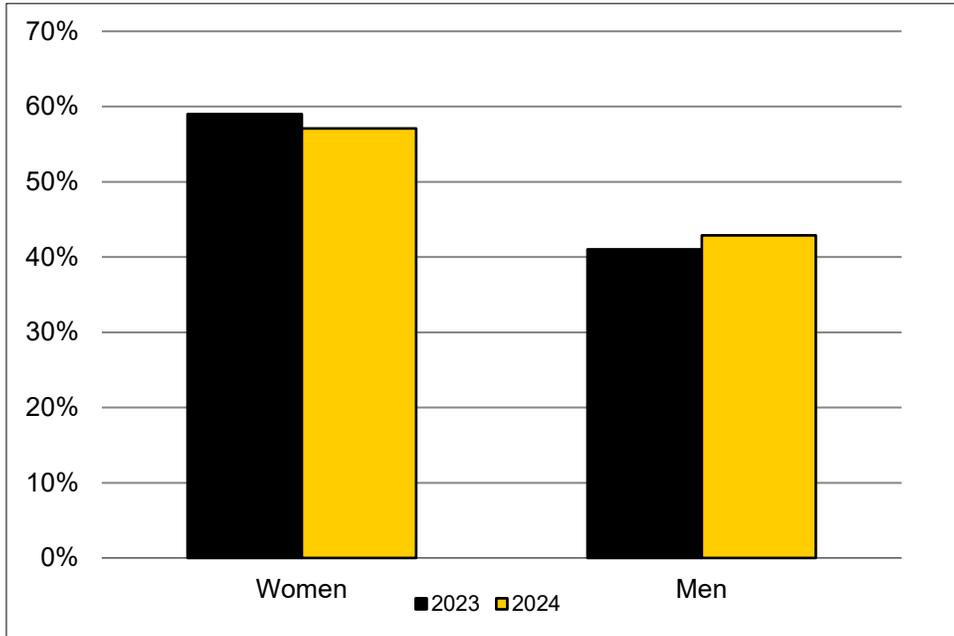
There was an increase of 8 instructional track faculty (2.7 percent) over the last year. The number of women on the instructional track decreased by 1 (0.6 percent), and the number of racial/ethnic minorities increased by 1 (2.8 percent).

The College of Liberal Arts and Sciences employs 56 percent of the instructional track faculty, followed by the Tippie College of Business (22 percent). The remaining instructional faculty are employed in the colleges of Nursing, Engineering, Law, Pharmacy, Public Health, and the Graduate College.

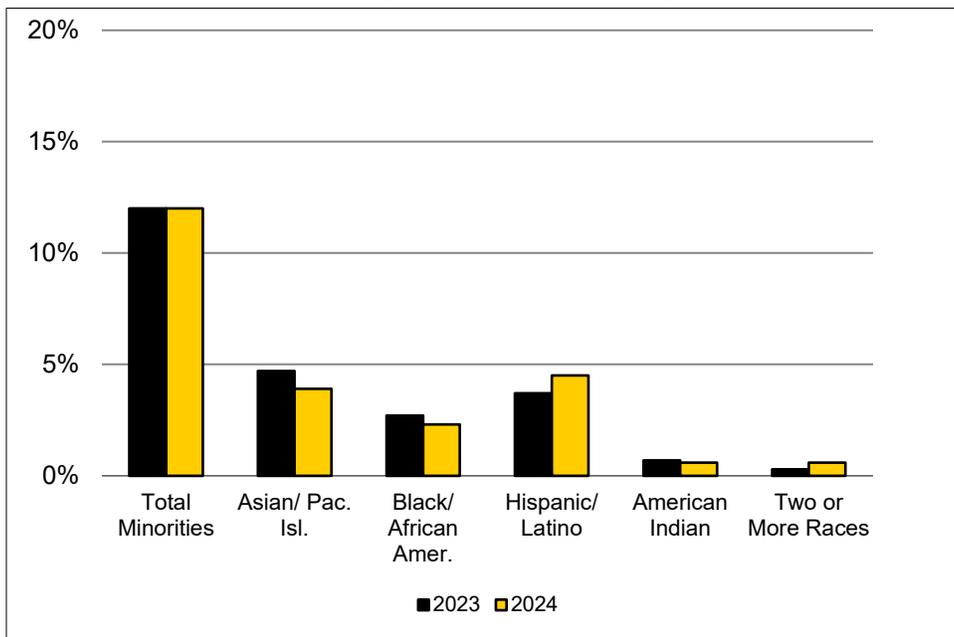
**Table 8**  
**Instructional Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**

Year	Instructional Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2023	300	177 59.0 %	36 12.0 %	14 4.7 %	8 2.7 %	11 3.7 %	2 0.7 %	1 0.3 %
2024	308	176 57.1 %	37 12.0 %	12 3.9 %	7 2.3 %	14 4.5 %	2 0.6 %	2 0.6 %
Net Change	+ 8 + 2.7 %	- 1 - 0.6 %	+ 1 + 2.8 %	- 2 - 14.3 %	- 1 - 12.5 %	+ 3 + 27.3%	0	+ 1 + 100%

**Figure 12**  
**Instructional Track Faculty by Sex**  
**November 1, 2023 – November 1, 2024**



**Figure 13**  
**Instructional Track Faculty by Race/Ethnicity**  
**November 1, 2023 – November 1, 2024**



## V. ANNUAL HIRING GOALS: 2023-24 AND 2024-25

### A. How Hiring Goals are Determined

In accordance with requirements of the Office of Federal Contract Compliance Programs, the Office of Civil Rights Compliance annually conducts formal availability analyses, identifies areas where underrepresentation of women and/or racial/ethnic minorities exists, and establishes hiring goals for the coming year for those underrepresented areas. The availability analyses result in estimates of the percentage of qualified women and racial/ethnic minorities available for employment in each academic field and job group (staff job titles similar in content, pay rates, and opportunities) at the University of Iowa. These availability estimates are compared to the actual rates of employment by the university to identify faculty departments and staff job groups where underrepresentation exists.<sup>3</sup> In other words, a faculty department or staff job group is said to be underrepresented for women or minorities when fewer women or minorities are employed than would reasonably be expected based on estimated availability. Underrepresentation may be affected by several factors including new hires, promotions, and transfers; loss of personnel; a change in the availability of women and minorities in the relevant job market; or a combination of factors.

Underrepresentation reports are posted annually on the Office of Civil Rights Compliance website. The entire university human resources community, including faculty HR representatives and staff recruiters, is notified when underrepresentation reports have been updated. The talent acquisition system for faculty recruitment alerts hiring departments when a position is underrepresented for women and/or minorities.

The University of Iowa sets annual hiring goals when underrepresentation of women or minorities is identified within a department or job group. Hiring goals are calculated as the total number of expected hires by the estimated availability percentage of the underrepresented group, rounded to the nearest whole number as goals are established in terms of individuals. Therefore, some underrepresented areas may not have goals established if the level of hiring activity by the estimated availability is insufficient to yield a rounded hiring goal of at least one individual. Goals are initially set at the beginning of the data year based on anticipated hiring activity and are adjusted at the close of the data year to reflect the actual rate of hiring activity.

In accordance with 41 CFR § 60-2.16(e), the following principles apply to annual placement goals:

- Annual placement goals are not rigid or inflexible quotas which must be met
- Annual placement goals do not set a ceiling or a floor for the employment of particular groups
- Annual placement goals do not justify and will not be used to extend a preference to any person, select a person or adversely affect any person's employment status on the basis of a person's race, color, religion, sex, or national origin

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<sup>3</sup> Statistical analyses are conducted for each faculty department and staff job group; if the difference between the estimated availability and the actual workforce percentage meets or exceeds two standard deviations, the department or job group is identified as underrepresented. For small job groups, an alternate test is used: if incumbency is less than 80% of the estimated availability and the difference is equal to at least one whole person, the job group is determined to be underrepresented.

- Annual placement goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results
- Annual placement goals will not be used to supersede merit selection principles and do not require or justify the hiring or promotion of a less-qualified person in preference to a more-qualified one

## **B. Hiring Goals for the 2023-24 Data Year**

After adjusting to reflect the actual rate of hiring, annual hiring goals for the 2023-24 data year totaled 225 women and 92 minorities. The goals were compared to the number of actual hires in each underrepresented department or job group to determine whether the goals were met. While hiring goals were achieved in some departments/job groups, underrepresentation of women and minorities remains in other areas. With all underrepresented departments and job groups aggregated, the university was underrepresented by 446 women (2.1% of the total workforce) and by 347 minorities (1.6% of the total workforce) as of November 1, 2024.

The following tables show departments/job groups in which underrepresentation was identified as of November 1, 2023; the hiring goals in those departments/job groups (as adjusted to reflect the actual rate of hiring) for 2023-24; and whether these goals were met.

**Table 9**  
**Progress toward Annual Hiring Goals for Faculty, Data Year 2023-24**

College	Department	Number of New Hires	Women			Minorities		
			Hiring Goal for Women	Total Women Hired	Was Goal Met?	Hiring Goal for Minorities	Total Minorities Hired	Was Goal Met?
<b>POA 2: Tenured/Tenure Track Faculty</b>								
Education	Teaching & Learning	0	0	0	n/a *			
Engineering	Chemical & Biochemical Engineering	2				1	0	No
Liberal Arts & Sciences	Communication Sciences & Disorders	0	0	0	n/a *			
	Psychological & Brain Sciences	1	1	0	No			
Carver College of Medicine	Internal Medicine	3	1	0	No			
	Microbiology & Immunology	4				1	0	No
	Obstetrics/Gynecology	1	1	1	Yes			
	Ophthalmology & Visual Sciences	1	0	0	n/a *			
	Pathology	1	1	0	No			
	Pediatrics	1	1	1	Yes	0	0	n/a *
Public Health	Psychiatry	1	1	1	Yes			
	Biostatistics	0	0	0	n/a *			
	Epidemiology	1				0	0	n/a *
<b>POA 3: Non-Tenure Track Faculty</b>								
Tippie College of Business	Accounting	4				1	0	No
	Management & Entrepreneurship	1				0	0	n/a *
Liberal Arts & Sciences	Communication Studies	0	0	0	n/a *			
	Health & Human Physiology	7				1	1	Yes
Carver College of Medicine	Emergency Medicine	6				2	1	Partially
	Family Medicine	14				4	4	Yes
	Internal Medicine	40	17	13	Partially			
	Obstetrics/Gynecology	6				2	1	Partially
	Psychiatry	2				1	1	Yes
Pharmacy	Pharmacy Practice & Science	1				0	0	n/a *

\* n/a: Although underrepresentation was identified within the department, the actual rate of new hires by the estimated availability was not sufficient to yield a hiring goal of at least one individual.

**Table 10**  
**Progress toward Annual Hiring Goals for Staff, Data Year 2023-24**

Job Group	Number of New Hires	Women			Minorities		
		Hiring Goal for Women	Total Women Hired	Was Goal Met?	Hiring Goal for Minorities	Total Minorities Hired	Was Goal Met?
1A	3				0	0	n/a *
3I	74				11	14	Yes
3J	29	6	3	Partially			
3K	25				2	2	Yes
3L	141				14	8	Partially
3N	8	5	4	Partially	2	1	Partially
3P	45	13	12	Partially			
3Q	61	28	19	Partially			
3T	24	15	14	Partially			
3W	21	12	13	Yes			
4B	6				0	0	n/a *
4C	13	11	9	Partially			
4F	78				13	12	Partially
4K	25	11	4	Partially			
5A	6	1	0	No	1	0	No
5E	15				3	4	Yes
5G	61	44	41	Partially			
6A	1	0	0	n/a *			
6B	14	2	0	No	2	3	Yes
6C	19	2	0	No	2	1	Partially
6D	1	0	0	n/a *	0	0	n/a *
6E	0	0	0	n/a *			
6F	1	0	0	n/a *	0	0	n/a *
7B	20	9	3	Partially	7	3	Partially
7H	40	12	9	Partially			
7I	17	4	3	Partially	4	0	No
7J	18				3	3	Yes
7K	7	6	6	Yes			
7O	31	21	15	Partially			
8A	95				11	7	Partially
8B	53				4	2	Partially

\* n/a: Although underrepresentation was identified within the job group, the actual rate of new hires by the estimated availability was not sufficient to yield a hiring goal of at least one individual.

### C. Hiring Goals for the 2024–25 Data Year

Anticipated hiring goals for women and minorities for 2024-25, aggregated by Primary Occupational Activity group, are shown in the table below.

**Table 11**  
**Annual Hiring Goals for Data Year 2024-25**

<b>Primary Occupational Activity Group</b>	<b>Women Total Hiring Goals</b>	<b>Minorities Total Hiring Goals</b>
1 Executive, Administrative, and Managerial Staff	0	0
2 Tenured/Tenure Track Faculty	9	3
3 Non-Tenure Track Faculty	24	20
4 Professional & Scientific Staff	84	45
5 Secretarial and Clerical Staff	11	1
6 Technical and Paraprofessional Staff	45	1
7 Skilled Crafts Staff	4	3
8 Service and Maintenance Staff	40	14
<b>Total</b>	<b>217</b>	<b>87</b>

Note: Zeroes indicate that goals were not established, either because no underrepresentation was identified or because the estimated availability by the anticipated rate of hiring was insufficient to yield a rounded hiring goal of at least one individual.

**VI. FIVE-YEAR COMPARISON OF MAJOR WORKFORCE CATEGORIES:  
2019 – 2024**

**A. Faculty and Staff by Primary Occupational Activity Group, Sex, and Race/Ethnicity,  
2019 – 2024**

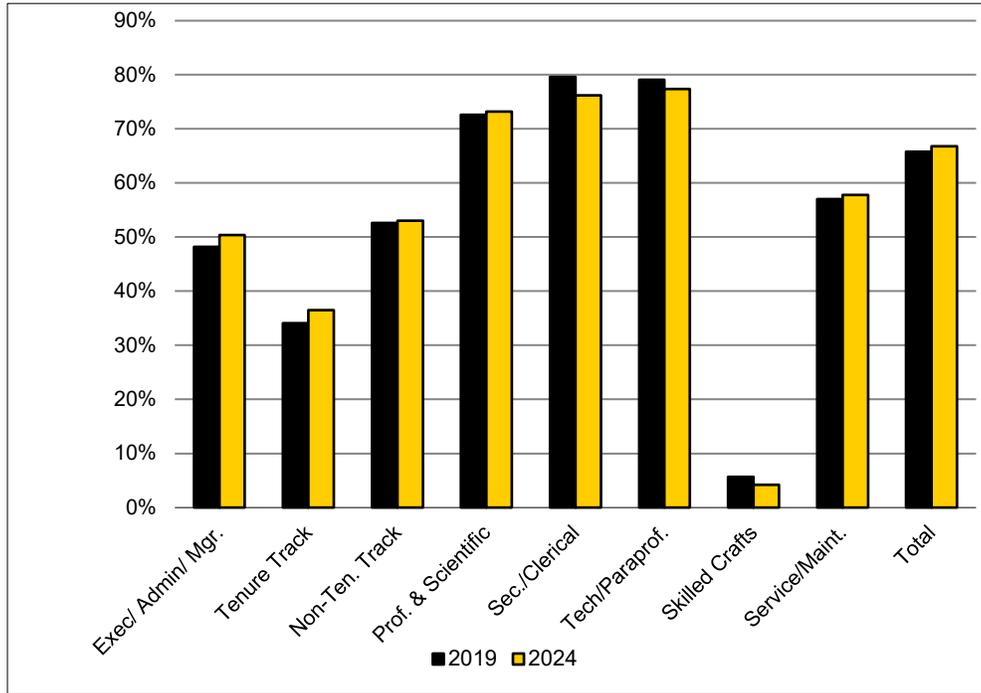
*Overall Change.* The University of Iowa workforce increased by 2,211 employees (11.7 percent) over the last five years, from 18,977 in 2019 to 21,188 in 2024. The Primary Occupational Activity (POA) group with the largest proportional and net increase was Professional and Scientific Staff. The largest proportional and net decrease was among Secretarial and Clerical Staff.

*Sex.* The number of women in the workforce increased by 13.4 percent over the five-year period, with the largest proportional and net increase in Professional and Scientific Staff. The largest proportional decrease was among Skilled Crafts Staff, and the largest net decrease was among Secretarial and Clerical Staff.

**Table 12  
Faculty and Staff by Primary Occupational Activity Group and Sex  
November 1, 2019 – November 1, 2024**

Primary Occupational Activity Group	2019		2024		Net Change	
	Total	Women	Total	Women	Total	Women
1 Executive, Administrative, & Managerial Staff	369	178 48.2 %	421	212 50.4 %	+ 52 + 14.1 %	+ 34 + 19.1 %
2 Tenured/Tenure Track Faculty	1,335	455 34.1 %	1,275	466 36.5 %	- 60 - 4.5 %	+ 11 + 2.4 %
3 Non-Tenure Track Faculty	1,458	767 52.6 %	1,567	830 53.0 %	+ 109 + 7.5 %	+ 63 + 8.2 %
4 Professional & Scientific Staff	11,162	8,106 72.6 %	13,255	9,703 73.2 %	+ 2,093 + 18.8 %	+ 1,597 + 19.7 %
5 Secretarial and Clerical Staff	1,255	999 79.6 %	924	704 76.2 %	- 331 - 26.4 %	- 295 - 29.5 %
6 Technical and Paraprofessional Staff	936	740 79.1 %	1,047	810 77.4 %	+ 111 + 11.9 %	+ 70 + 9.5 %
7 Skilled Crafts Staff	319	18 5.6 %	236	10 4.2 %	- 83 - 26.0 %	- 8 - 44.4 %
8 Service and Maintenance Staff	2,143	1,222 57.0 %	2,463	1,424 57.8 %	+ 320 + 14.9 %	+ 202 + 16.5 %
<b>Total</b>	<b>18,977</b>	<b>12,485 65.8 %</b>	<b>21,188</b>	<b>14,159 66.8 %</b>	<b>+ 2,211 + 11.7 %</b>	<b>+ 1,674 + 13.4 %</b>

**Figure 14**  
**Women Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2019 – November 1, 2024**



*Race/Ethnicity.* Employees may self-report race/ethnicity to the university at the time of application or appointment and may update or correct this information at any time.

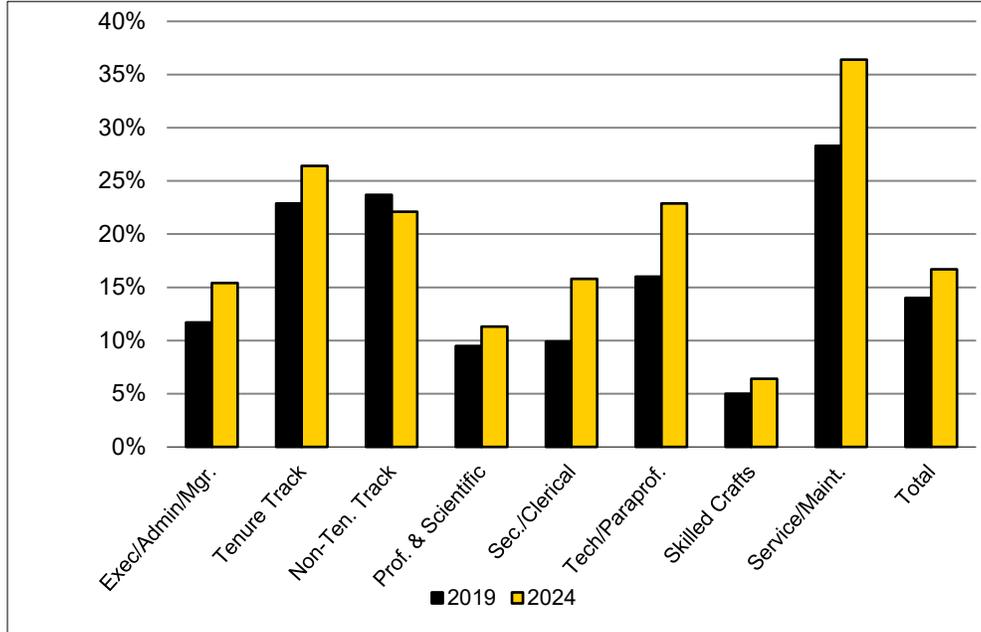
From 2019 to 2024, the total number of racial/ethnic minority employees increased by 895 (33.7 percent), with the largest proportional increase in Technical and Paraprofessional Staff and the largest net increase in Professional and Scientific Staff. The only decrease was among Skilled Crafts Staff. The total numbers of employees identifying as Asian/Pacific Islander, Black/African American, Hispanic/Latino, and two or more races increased during this time period, while there was a net decrease of six employees identifying as American Indian/Alaska Native.

**Table 13**  
**Faculty and Staff by Primary Occupational Activity Group and Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**

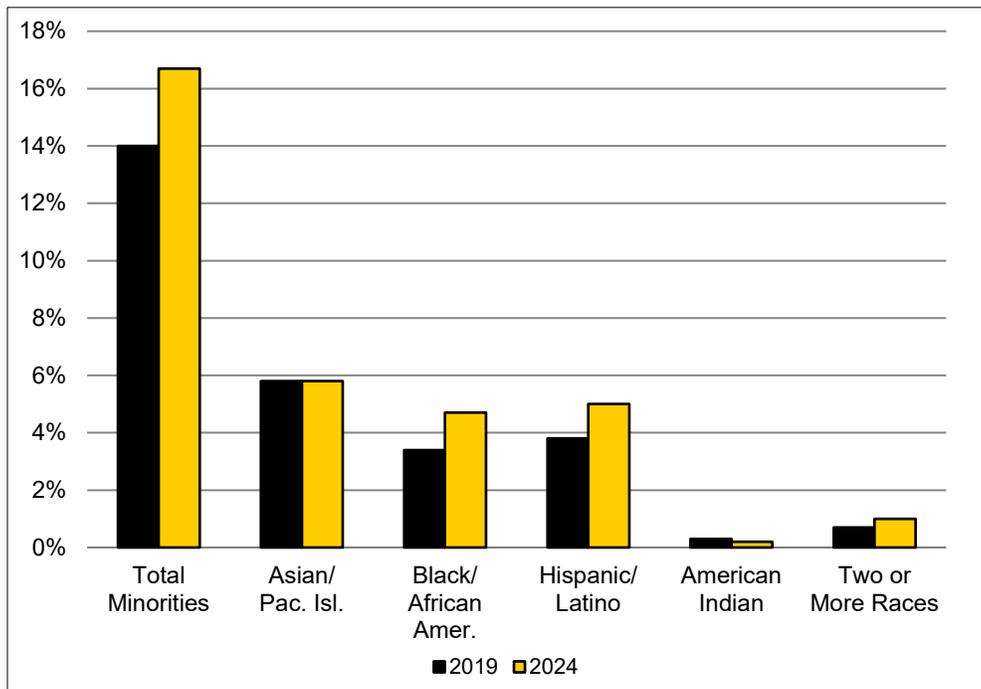
Primary Occupational Activity Group	2019							2024							Net Change						
	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races
1 Executive, Admin., & Managerial Staff	369	43 11.7%	15 4.1%	12 3.3%	10 2.7%	3 0.8%	3 0.8%	421	65 15.4%	25 5.9%	22 5.2%	13 3.1%	1 0.2%	4 1.0%	+52 +14.1%	+22 +51.2%	+10 +66.7%	+10 +83.3%	+3 +30.0%	-2 -66.7%	+1 +33.3%
2 Tenured/ Tenure Track Faculty	1,335	306 22.9%	207 15.5%	28 2.1%	58 4.3%	1 0.1%	12 0.9%	1,275	336 26.4%	225 17.6%	30 2.4%	70 5.5%	1 0.1%	10 0.8%	-60 -4.5%	+30 +9.8%	+18 +8.7%	+2 +7.1%	+12 +20.7%	0	-2 -16.7%
3 Non-Tenure Track Faculty	1,458	346 23.7%	222 15.2%	36 2.5%	75 5.1%	6 0.4%	7 0.5%	1,567	346 22.1%	214 13.7%	40 2.6%	80 5.1%	3 0.2%	9 0.6%	+109 +7.5%	0	-8 -3.6%	+4 +11.1%	+5 +6.7%	-3 -50.0%	+2 +28.6%
4 Professional & Scientific Staff	11,162	1,060 9.5%	485 4.3%	184 1.6%	301 2.7%	16 0.1%	74 0.7%	13,255	1,502 11.3%	587 4.4%	286 2.2%	478 3.6%	22 0.2%	129 1.0%	+2,093 +18.8%	+442 +41.7%	+102 +21.0%	+102 +55.4%	+177 +58.8%	+6 +37.5%	+55 +74.3%
5 Secretarial & Clerical Staff	1,255	124 9.9%	27 2.2%	52 4.1%	36 2.9%	6 0.5%	3 0.2%	924	146 15.8%	30 3.2%	61 6.6%	41 4.4%	5 0.5%	9 1.0%	-331 -26.4%	+22 +17.7%	+3 +11.1%	+9 +17.3%	+5 +13.9%	-1 -16.7%	+6 +200%
6 Technical & Paraprofessional Staff	936	150 16.0%	30 3.2%	39 4.2%	65 6.9%	5 0.5%	11 1.2%	1,047	240 22.9%	43 4.1%	92 8.8%	90 8.6%	2 0.2%	13 1.2%	+111 +11.9%	+90 +60.0%	+13 +43.3%	+53 +136%	+25 +38.5%	-3 -60.0%	+2 +18.2%
7 Skilled Crafts Staff	319	16 5.0%	2 0.6%	3 0.9%	6 1.9%	4 1.3%	1 0.3%	236	15 6.4%	2 0.8%	2 0.8%	9 3.8%	0	-83 -26.0%	-1 -6.3%	0	-1 -33.3%	+3 +50.0%	-4 -100%	+1 +100%	
8 Service & Maintenance Staff	2,143	607 28.3%	122 5.7%	290 13.5%	171 8.0%	10 0.5%	14 0.7%	2,463	897 36.4%	110 4.5%	463 18.8%	277 11.2%	11 0.4%	36 1.5%	+320 +14.9%	+290 +47.8%	-12 -9.8%	+173 +59.7%	+106 +62.0%	+1 +10.0%	+22 +157%
<b>Total</b>	<b>18,977</b>	<b>2,652</b> <b>14.0%</b>	<b>1,110</b> <b>5.8%</b>	<b>644</b> <b>3.4%</b>	<b>722</b> <b>3.8%</b>	<b>51</b> <b>0.3%</b>	<b>125</b> <b>0.7%</b>	<b>21,188</b>	<b>3,547</b> <b>16.7%</b>	<b>1,236</b> <b>5.8%</b>	<b>996</b> <b>4.7%</b>	<b>1,058</b> <b>5.0%</b>	<b>45</b> <b>0.2%</b>	<b>212</b> <b>1.0%</b>	<b>+2,211</b> <b>+11.7%</b>	<b>+895</b> <b>+33.7%</b>	<b>+126</b> <b>+11.4%</b>	<b>+352</b> <b>+54.7%</b>	<b>+336</b> <b>+46.5%</b>	<b>-6</b> <b>-11.8%</b>	<b>+87</b> <b>+69.6%</b>

\* In 2024, 18 employees self-identified as Native Hawaiian or Other Pacific Islander; due to the small number, this racial/ethnic category is combined with the Asian category in this report.

**Figure 15**  
**Minority Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2019 – November 1, 2024**



**Figure 16**  
**Total Workforce by Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**



**B. Faculty and Staff by Disability and Veteran Status, 2019 – 2024**

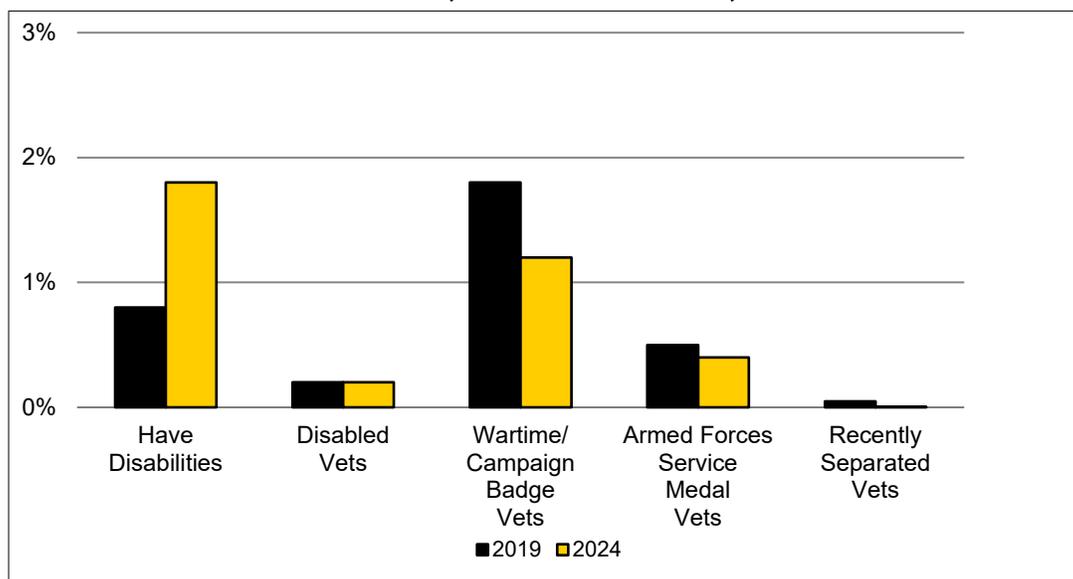
Employees may self-report disability and veteran status to the university at the time of appointment and may update or correct this information at any time. Per the federal OMB Voluntary Self-Identification of Disability form, a person is considered to have a disability if they have a physical or mental impairment or medical condition that substantially limits a major life activity, or if they have a history or record of such an impairment or medical condition.

The number of employees who reported having a disability increased by 234 (149 percent) from 2019 to 2024; this increase may be due in part to a resurvey of the workforce in October 2022. The number of employees who self-identified as disabled veterans increased, while there were decreases in the number of Active Duty Wartime/Campaign Badge veterans, Armed Forces Service Medal veterans, and recently separated veterans.

**Table 14**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2019 – November 1, 2024**

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2019	18,977	157 0.8 %	40 0.2 %	347 1.8 %	93 0.5 %	4 < 0.1 %
2024	21,188	391 1.8 %	46 0.2 %	256 1.2 %	91 0.4 %	1 < 0.1 %
Net Change	+ 2,211 + 11.7 %	+ 234 + 149 %	+ 6 + 15.0 %	- 91 - 26.2 %	- 2 - 2.2 %	- 3 - 75.0 %

**Figure 17**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2019 – November 1, 2024**



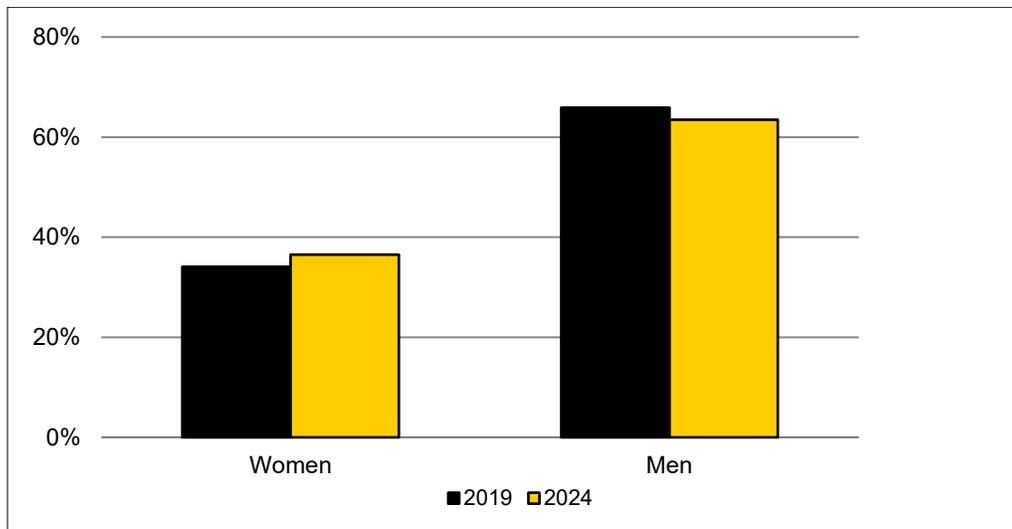
**C. Tenured/Tenure Track Faculty by Sex and Race/Ethnicity, 2019 – 2024**

The university has experienced a net decrease of 60 tenured/tenure track faculty (4.5 percent) since 2019. During this five-year period, the number of women tenured/tenure track faculty increased by 11 (2.4 percent) and the total number of minorities increased by 30 (9.8 percent).

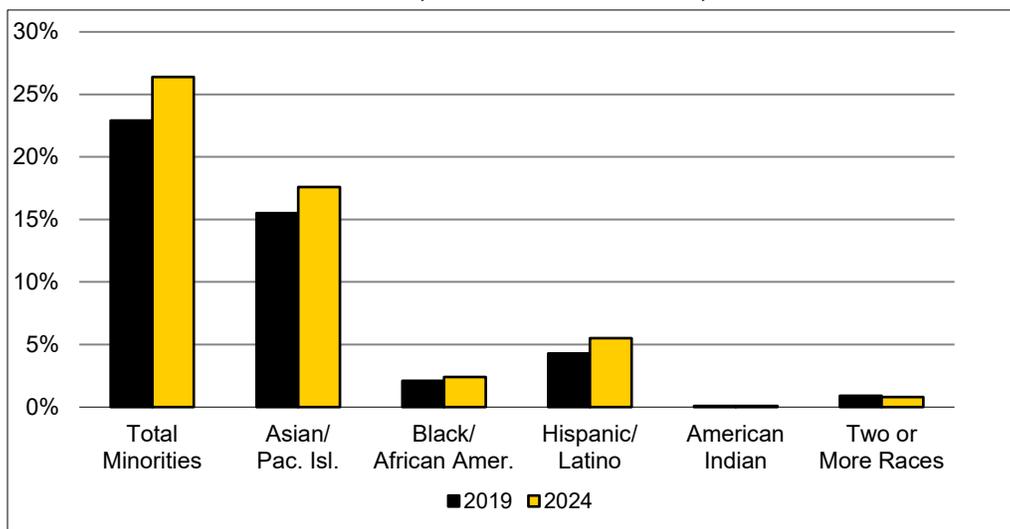
**Table 15  
Tenured/Tenure Track Faculty by Sex and Race/Ethnicity  
November 1, 2019 – November 1, 2024**

Year	Tenured/ Tenure Track Faculty	Women	Total Minorities	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Two or More Races
2019	1,335	455 34.1 %	306 22.9 %	207 15.5 %	28 2.1 %	58 4.3 %	1 0.1 %	12 0.9 %
2024	1,275	466 36.5 %	336 26.4 %	225 17.6 %	30 2.4 %	70 5.5 %	1 0.1 %	10 0.8 %
Net Change	- 60 - 4.5 %	+ 11 + 2.4 %	+ 30 + 9.8 %	+ 18 + 8.7 %	+ 2 + 7.1 %	+ 12 + 20.7 %	0	- 2 - 16.7 %

**Figure 18  
Tenured/Tenure Track Faculty by Sex  
November 1, 2019 – November 1, 2024**



**Figure 19**  
**Tenured/Tenure Track Faculty by Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**



**D. Clinical Track Faculty by Sex and Race/Ethnicity, 2019 – 2024**

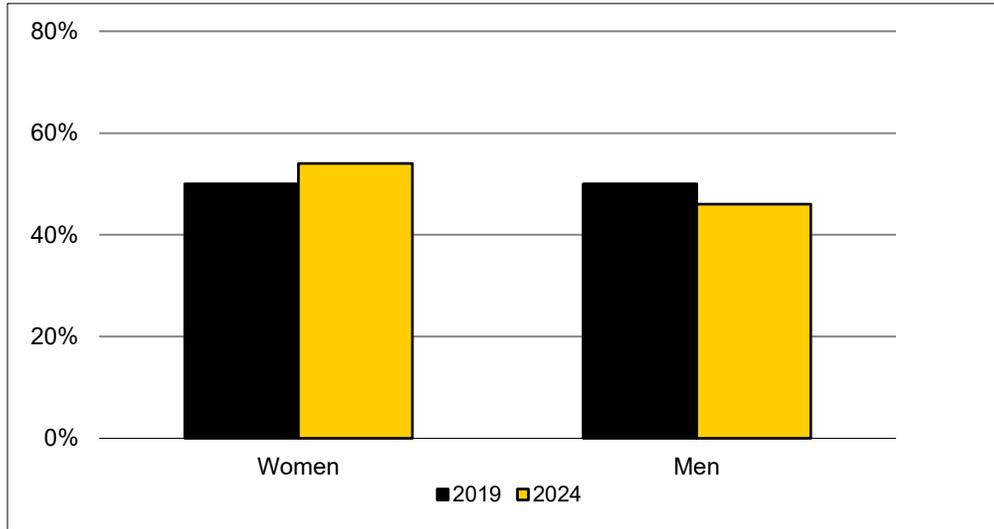
Faculty appointed to clinical track positions are included in POA Group 3, Non-Tenure Track Faculty. The growth of the Non-Tenure Track Faculty is directly related to the increased number of clinical track appointments.

The number of clinical track faculty increased by 129 (14.6 percent), from 884 in 2019 to 1,013 in 2024. The number of women on the clinical track increased by 21.3 percent, and the number of minorities increased by 4.9 percent.

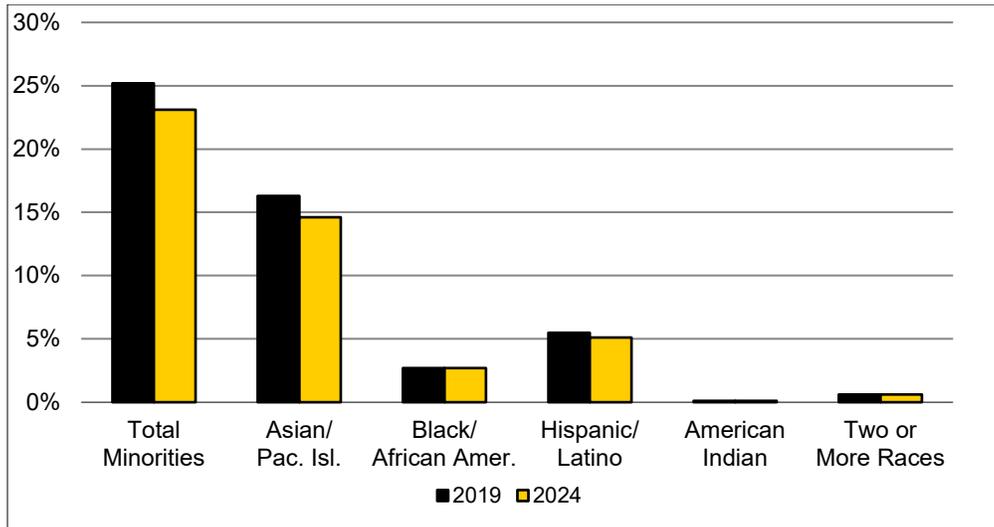
**Table 16**  
**Clinical Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**

Year	Clinical Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2019	884	451 51.0 %	223 25.2 %	144 16.3 %	24 2.7 %	49 5.5 %	1 0.1 %	5 0.6 %
2024	1,013	547 54.0 %	234 23.1 %	148 14.6 %	27 2.7 %	52 5.1 %	1 0.1 %	6 0.6 %
Net Change	+ 129 + 14.6 %	+ 96 + 21.3 %	+ 11 + 4.9 %	+ 4 + 2.8 %	+ 3 + 12.5 %	+ 3 + 6.1 %	0	+ 1 + 20.0 %

**Figure 20  
Clinical Track Faculty by Sex  
November 1, 2019 – November 1, 2024**



**Figure 21  
Clinical Track Faculty by Race/Ethnicity  
November 1, 2019 – November 1, 2024**



**E. Research Track Faculty by Sex and Race/Ethnicity, 2019 – 2024**

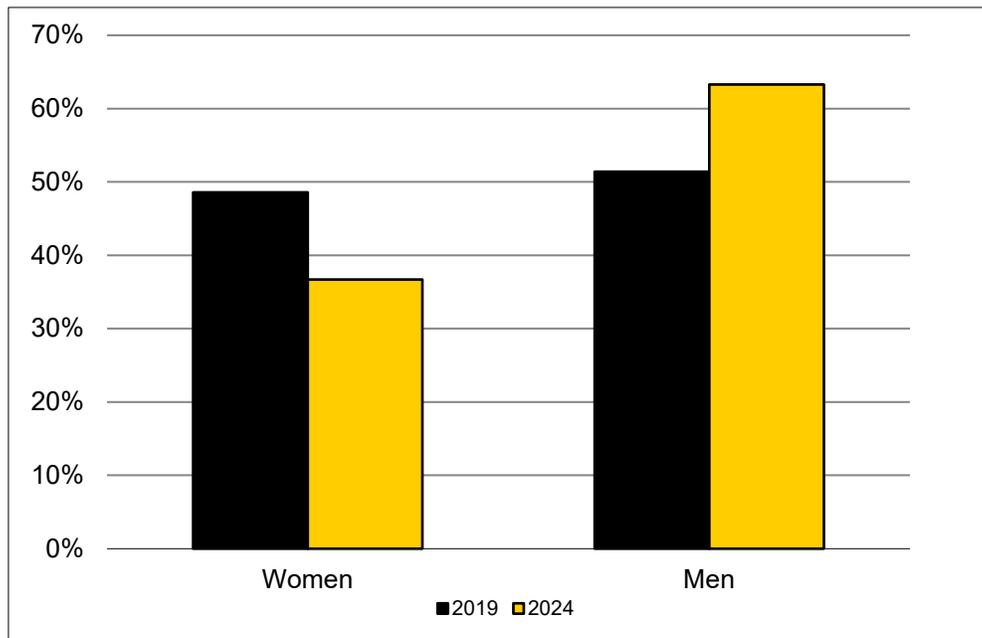
The research track is a subset of POA Group 3, Non-Tenure Track Faculty, for faculty who devote most of their time to performing externally-supported research and who submit or assist in the submission of research grants. The research track was developed to allow the university more flexibility in adjusting programs to meet changing needs and remain competitive.

The research track increased by 12 faculty (32.4 percent) over the past five years. There was no change in the number of women on the research track, and the number of racial/ethnic minorities increased by 11 (84.6 percent).

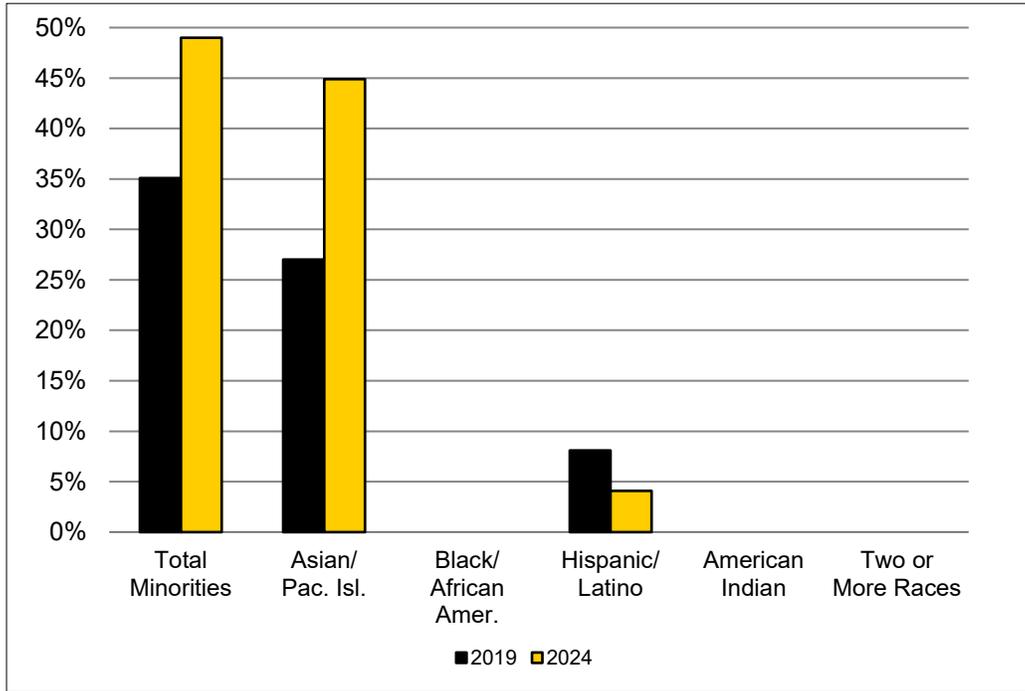
**Table 17**  
**Research Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**

Year	Research Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2019	37	18 48.6 %	13 35.1 %	10 27.0 %	0	3 8.1 %	0	0
2024	49	18 36.7 %	24 49.0 %	22 44.9 %	0	2 4.1 %	0	0
Net Change	+ 12 + 32.4 %	0	+ 11 + 84.6 %	+ 12 + 120 %	0	- 1 - 33.3 %	0	0

**Figure 22**  
**Research Track Faculty by Sex**  
**November 1, 2019 – November 1, 2024**



**Figure 23**  
**Research Track Faculty by Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**



**F. Instructional Track Faculty by Sex and Race/Ethnicity, 2019 – 2024**

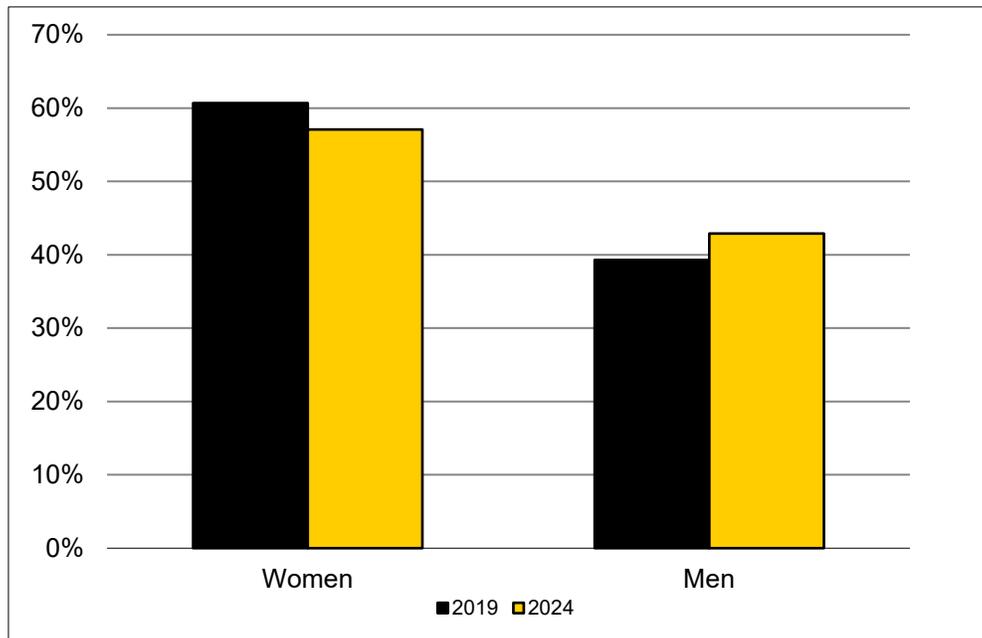
The instructional track is a subset of POA Group 3, Non-Tenure Track Faculty, for faculty who devote most of their time to engaging in the university’s teaching mission. The UI Instructional Faculty Policy was developed through an extensive shared governance process and approved in Fall 2016, providing more substantial contracts, representation on the UI Faculty Senate, access to dispute procedures, and opportunities for promotion. The majority of faculty with instructional track appointments following the implementation of the new policy had held other non-tenure track appointments at the University of Iowa prior to the new policy.

The number of instructional track faculty decreased by 33 (9.7 percent) over the past five years, from 341 to 308. The number of women on the instructional track decreased by 31 (15.0 percent), and the number of racial/ethnic minorities decreased by 11 (22.9 percent).

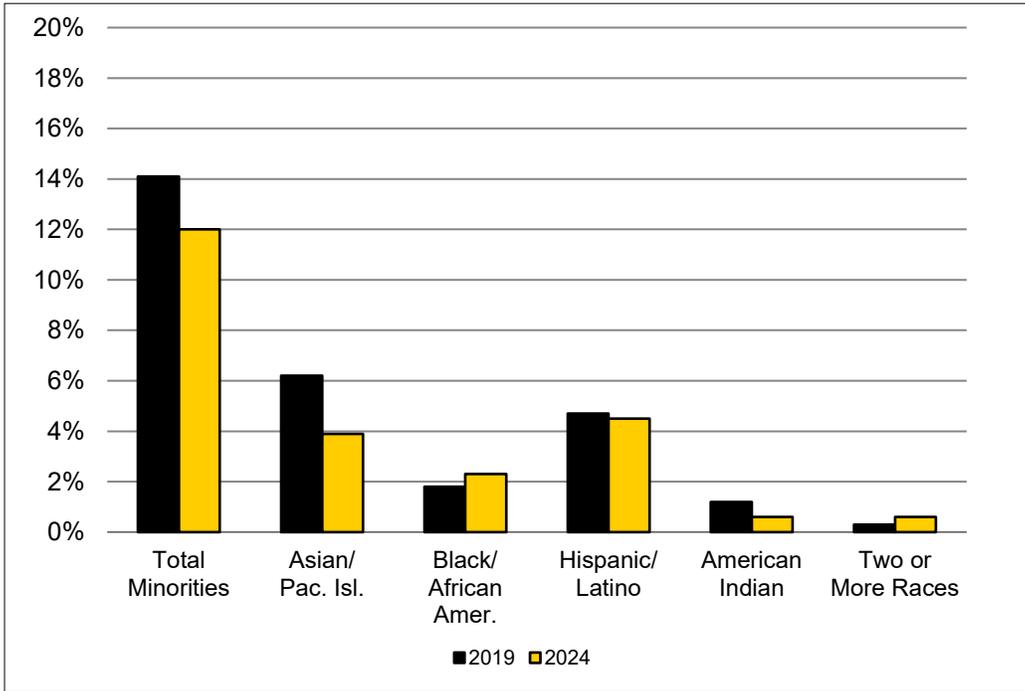
**Table 18**  
**Instructional Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**

Year	Instructional Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2019	341	207 60.7 %	48 14.1 %	21 6.2 %	6 1.8 %	16 4.7 %	4 1.2 %	1 0.3 %
2024	308	176 57.1 %	37 12.0 %	12 3.9 %	7 2.3 %	14 4.5 %	2 0.6 %	2 0.6 %
Net Change	- 33 - 9.7 %	- 31 - 15.0 %	- 11 - 22.9 %	- 9 - 42.9 %	+ 1 + 16.7 %	- 2 - 12.5 %	- 2 - 50.0 %	+ 1 + 100 %

**Figure 24**  
**Instructional Track Faculty by Sex**  
**November 1, 2019 – November 1, 2024**



**Figure 25**  
**Instructional Track Faculty by Race/Ethnicity**  
**November 1, 2019 – November 1, 2024**



**VII. TEN-YEAR COMPARISON OF MAJOR WORKFORCE CATEGORIES:  
2014 - 2024**

**A. Faculty and Staff by Primary Occupational Activity Group, Sex, and Race/Ethnicity,  
2014 - 2024**

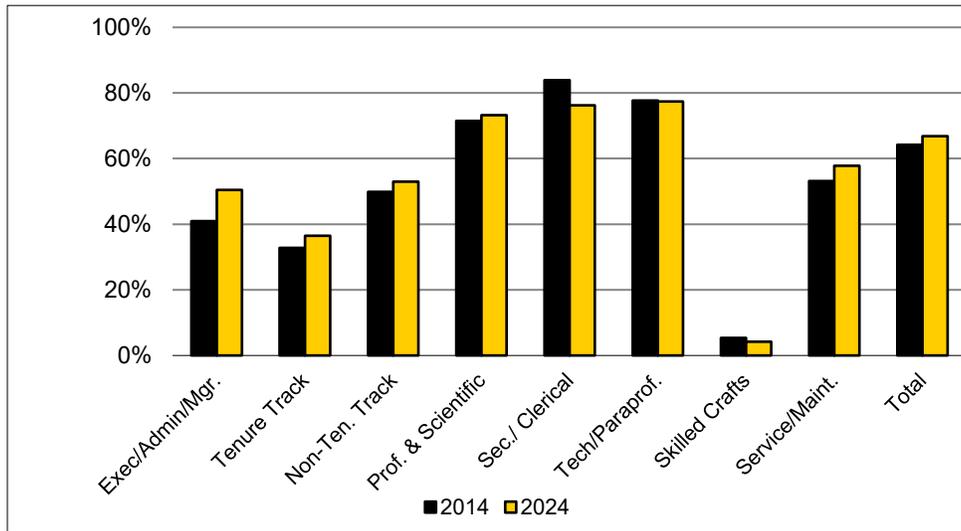
*Overall Changes.* Over the last ten years, the University of Iowa workforce increased by 4,764 employees (29.0 percent), from 16,424 in 2014 to 21,188 in 2024. The Primary Occupational Activity (POA) group with the largest proportional increase was Non-Tenure Track Faculty, and the largest net increase was among Professional and Scientific Staff. The greatest proportional and net decrease was in Secretarial and Clerical Staff.

*Sex.* The number of women in the workforce increased by 34.4 percent overall, with the largest proportional increase in Non-Tenure Track Faculty and the largest net increase in Professional and Scientific Staff. The greatest proportional and decrease was in Secretarial and Clerical Staff.

**Table 19  
Faculty and Staff by Primary Occupational Activity Group and Sex  
November 1, 2014 – November 1, 2024**

Primary Occupational Activity Group	2014		2024		Net Change	
	Total	Women	Total	Women	Total	Women
1 Executive, Administrative, & Managerial Staff	369	151 40.9 %	421	212 50.4 %	+ 52 + 14.1 %	+ 61 + 40.4 %
2 Tenured/Tenure Track Faculty	1,453	476 32.8 %	1,275	466 36.5 %	- 178 - 12.3 %	- 10 - 2.1 %
3 Non-Tenure Track Faculty	967	483 49.9 %	1,567	830 53.0 %	+ 600 + 62.0 %	+ 347 + 71.8 %
4 Professional & Scientific Staff	8,898	6,363 71.5 %	13,255	9,703 73.2 %	+ 4,357 + 49.0 %	+ 3,340 + 52.5 %
5 Secretarial and Clerical Staff	1,773	1,488 83.9 %	924	704 76.2 %	- 849 - 47.9 %	- 784 - 52.7 %
6 Technical and Paraprofessional Staff	685	532 77.7 %	1,047	810 77.4 %	+ 362 + 52.8 %	+ 278 + 52.3 %
7 Skilled Crafts Staff	354	19 5.4 %	236	10 4.2 %	- 118 - 33.3 %	- 9 - 47.4 %
8 Service and Maintenance Staff	1,925	1,024 53.2 %	2,463	1,424 57.8 %	+ 538 + 27.9 %	+ 400 + 39.1 %
<b>Total</b>	<b>16,424</b>	<b>10,536 64.2 %</b>	<b>21,188</b>	<b>14,159 66.8 %</b>	<b>+ 4,764 + 29.0 %</b>	<b>+ 3,623 + 34.4 %</b>

**Figure 26**  
**Women Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2014 – November 1, 2024**



*Race/Ethnicity.* Employees may self-report race/ethnicity to the university at the time of application or appointment and may update or correct this information at any time.

Since 2014, the number of racial/ethnic minorities in the workforce increased by 94.6 percent overall, with net increases in the numbers of employees identifying as Asian/Pacific Islander, Hispanic/Latino, Black/African American, or two or more races. The number of American Indians/Alaska Natives decreased by 9 employees. The largest proportional increase in racial/minority representation overall was among Executive, Administrative, and Managerial Staff, and the largest net increase was in Professional and Scientific Staff. Minority representation decreased among Skilled Crafts Staff.

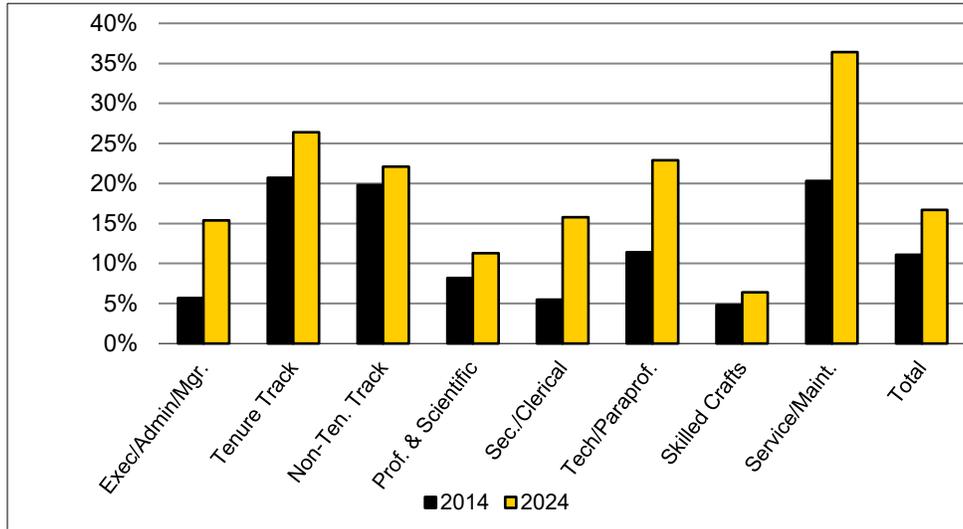
The table and charts on the following pages show the racial/ethnic composition of the workforce in 2014 and 2024.

**Table 20**  
**Faculty and Staff by Primary Occupational Activity Group and Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**

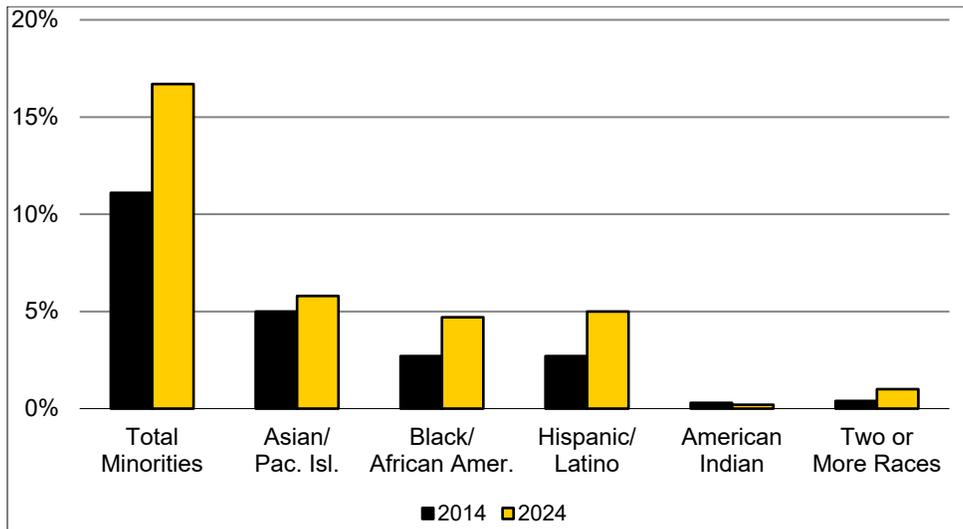
Primary Occupational Activity Group	2014							2024							Net Change						
	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races	Total	Total Minorities	Asian/Pacific Islander*	Black/ African Amer.	Hispanic/ Latino	Amer. Indian/ Alaska Native	Two or More Races
1 Executive, Admin., & Managerial Staff	369	21 5.7%	3 0.8%	7 1.9%	7 1.9%	1 0.3%	3 0.8%	421	65 15.4%	25 5.9%	22 5.2%	13 3.1%	1 0.2%	4 1.0%	+52 +14.1%	+44 +210%	+22 +733%	+15 +214%	+6 +85.7%	0	+1 +33.3%
2 Tenured/ Tenure Track Faculty	1,453	301 20.7%	193 13.3%	35 2.4%	61 4.2%	4 0.3%	8 0.6%	1,275	336 26.4%	225 17.6%	30 2.4%	70 5.5%	1 0.1%	10 0.8%	-178 -12.3%	+35 +11.6%	+32 +16.6%	-5 -14.3%	+9 +14.8%	-3 -75.0%	+2 +25.0%
3 Non-Tenure Track Faculty	967	191 19.8%	125 12.9%	23 2.4%	35 3.6%	4 0.4%	4 0.4%	1,567	346 22.1%	214 13.7%	40 2.6%	80 5.1%	3 0.2%	9 0.6%	+600 +62.0%	+155 +81.2%	+89 +71.2%	+17 +73.9%	+45 +129%	-1 -25.0%	+5 +125%
4 Professional & Scientific Staff	8,898	728 8.2%	376 4.2%	134 1.5%	170 1.9%	16 0.2%	32 0.4%	13,255	1,502 11.3%	587 4.4%	286 2.2%	478 3.6%	22 0.2%	129 1.0%	+4,357 +49.0%	+774 +106%	+211 +56.1%	+152 +113%	+308 +181%	+6 +37.5%	+97 +303%
5 Secretarial & Clerical Staff	1,773	97 5.5%	21 1.2%	34 1.9%	33 1.9%	6 0.3%	3 0.2%	924	146 15.8%	30 3.2%	61 6.6%	41 4.4%	5 0.5%	9 1.0%	-849 -47.9%	+49 +50.5%	+9 +42.9%	+27 +79.4%	+8 +24.2%	-1 -16.7%	+6 +200%
6 Technical & Paraprofessional Staff	685	78 11.4%	23 3.4%	19 2.8%	29 4.2%	4 0.6%	3 0.4%	1,047	240 22.9%	43 4.1%	92 8.8%	90 8.6%	2 0.2%	13 1.2%	+362 +52.8%	+162 +208%	+20 +87.0%	+73 +384%	+61 +210%	-2 -50.0%	+10 +333%
7 Skilled Crafts Staff	354	17 4.8%	1 0.3%	7 2.0%	3 0.8%	6 1.7%	0	236	15 6.4%	2 0.8%	2 0.8%	9 3.8%	0	2 0.8%	-118 -33.3%	-2 -11.8%	+1 +100%	-5 -71.4%	+6 +200%	-6 -100%	+2 n/a
8 Service & Maintenance Staff	1,925	390 20.3%	76 3.9%	178 9.2%	109 5.7%	13 0.7%	14 0.7%	2,463	897 36.4%	110 4.5%	463 18.8%	277 11.2%	11 0.4%	36 1.5%	+538 +27.9%	+507 +130%	+34 +44.7%	+285 +160%	+168 +154%	-2 -15.4%	+22 +157%
<b>Total</b>	<b>16,424</b>	<b>1,823 11.1%</b>	<b>818 5.0%</b>	<b>437 2.7%</b>	<b>447 2.7%</b>	<b>54 0.3%</b>	<b>67 0.4%</b>	<b>21,188</b>	<b>3,547 16.7%</b>	<b>1,236 5.8%</b>	<b>996 4.7%</b>	<b>1,058 5.0%</b>	<b>45 0.2%</b>	<b>212 1.0%</b>	<b>+4,764 +29.0%</b>	<b>+1,724 +94.6%</b>	<b>+418 +51.1%</b>	<b>+559 +128%</b>	<b>+611 +137%</b>	<b>-9 -16.7%</b>	<b>+145 +216%</b>

\* In 2024, 18 employees self-identified as Native Hawaiian or Other Pacific Islander; due to the small number, this racial/ethnic category is combined with the Asian category in this report.

**Figure 27**  
**Minority Faculty and Staff by Primary Occupational Activity Group**  
**November 1, 2014 – November 1, 2024**



**Figure 28**  
**Total Workforce by Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**



**B. Faculty and Staff by Disability and Veteran Status, 2014 - 2024**

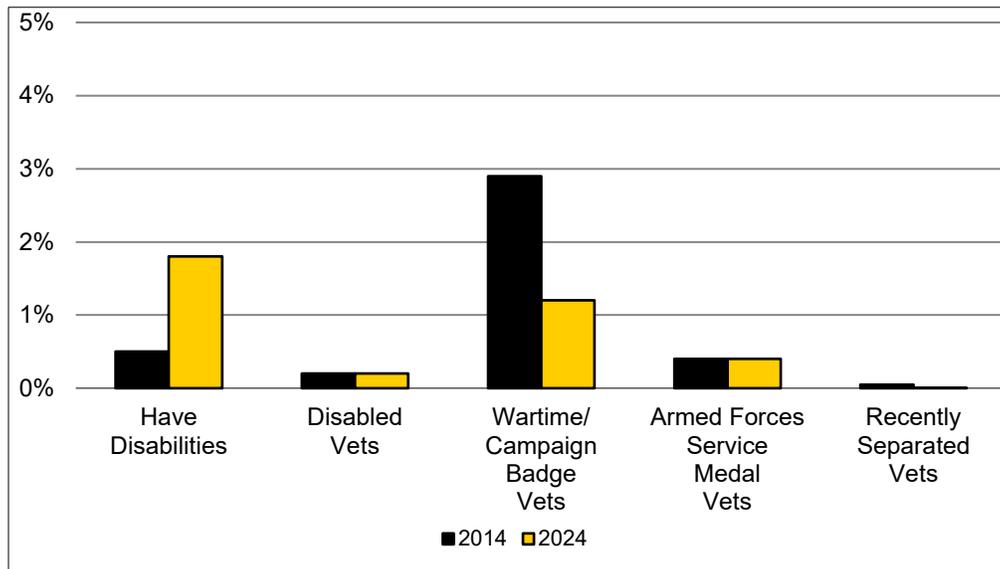
Employees may self-report disability and veteran status to the university at the time of appointment and may update or correct this information at any time. Per the federal OMB Voluntary Self-Identification of Disability form, a person is considered to have a disability if they have a physical or mental impairment or medical condition that substantially limits a major life activity, or if they have a history or record of such an impairment or medical condition.

The number of employees who reported having a disability increased by 310 (383 percent) over the ten-year period; this change may be due in part to a resurvey of the workforce in October 2022. There were increases in the numbers of employees who self-identified as disabled veterans and Armed Forces Service Medal veterans, while there were decreases in the numbers of employees who self-identified as Active Duty Wartime/Campaign Badge veterans and whose discharge date from military service was within the three years prior to the data snapshot date.

**Table 21**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2014 – November 1, 2024**

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2014	16,424	81 0.5 %	30 0.2 %	475 2.9 %	69 0.4 %	8 < 0.1 %
2024	21,188	391 1.8 %	46 0.2 %	256 1.2 %	91 0.4 %	1 < 0.1 %
Net Change	+ 4,764 + 29.0 %	+ 310 + 383 %	+ 16 + 53.3 %	- 219 - 46.1 %	+ 22 + 31.9 %	- 7 - 87.5 %

**Figure 29**  
**Faculty and Staff by Disability and Veteran Status**  
**November 1, 2014 – November 1, 2024**



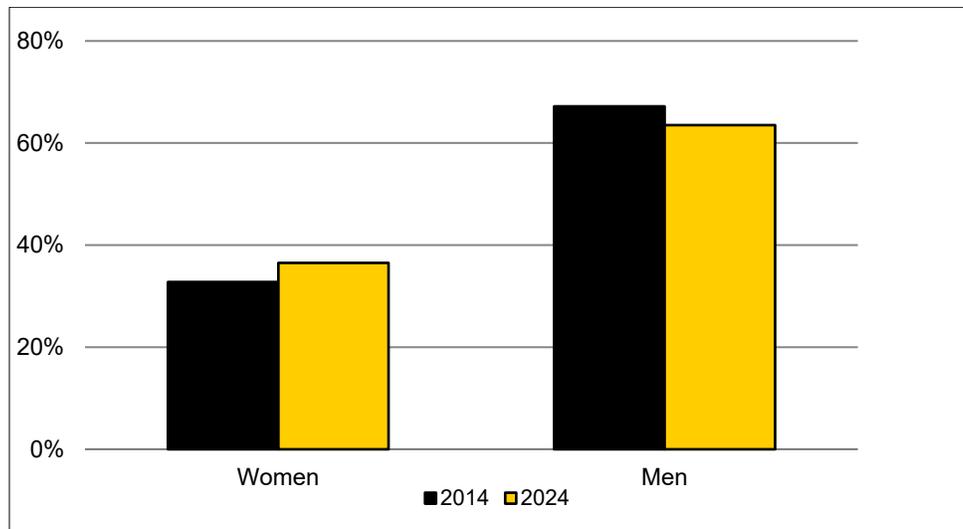
**C. Tenured/Tenure Track Faculty by Sex and Race/Ethnicity, 2014 - 2024**

The number of tenured/tenure track faculty decreased by 178 (12.3 percent) over the ten-year period, from 1,453 to 1,275. The number of women tenured/tenure track faculty decreased by 10 (2.1 percent), and the number of racial/ethnic minority faculty increased by 35 (11.6 percent).

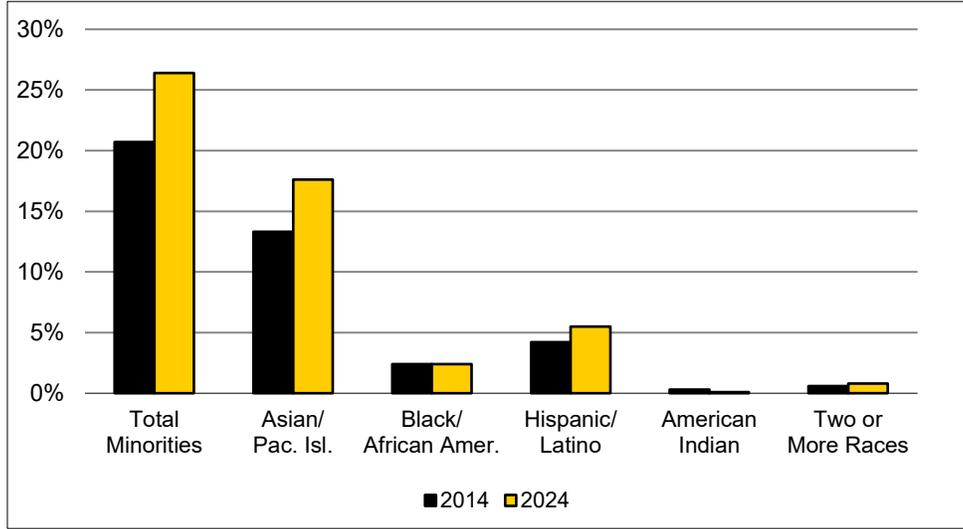
**Table 22**  
**Tenured/Tenure Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**

Year	Tenured/ Tenure Track Faculty	Women	Total Minorities	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Two or More Races
2014	1,453	476 32.8 %	301 20.7 %	193 13.3 %	35 2.4 %	61 4.2 %	4 0.3 %	8 0.6 %
2024	1,275	466 36.5 %	336 26.4 %	225 17.6 %	30 2.4 %	70 5.5 %	1 0.1%	10 0.8 %
Net Change	- 178 - 12.3 %	- 10 - 2.1 %	+ 35 + 11.6 %	+ 32 + 16.6 %	- 5 - 14.3 %	+ 9 + 14.8 %	- 3 - 75.0 %	+ 2 + 25.0 %

**Figure 30**  
**Tenured/Tenure Track Faculty by Sex**  
**November 1, 2014 – November 1, 2024**



**Figure 31**  
**Tenured/Tenure Track Faculty by Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**



**D. Clinical Track Faculty by Sex and Race/Ethnicity, 2014 - 2024**

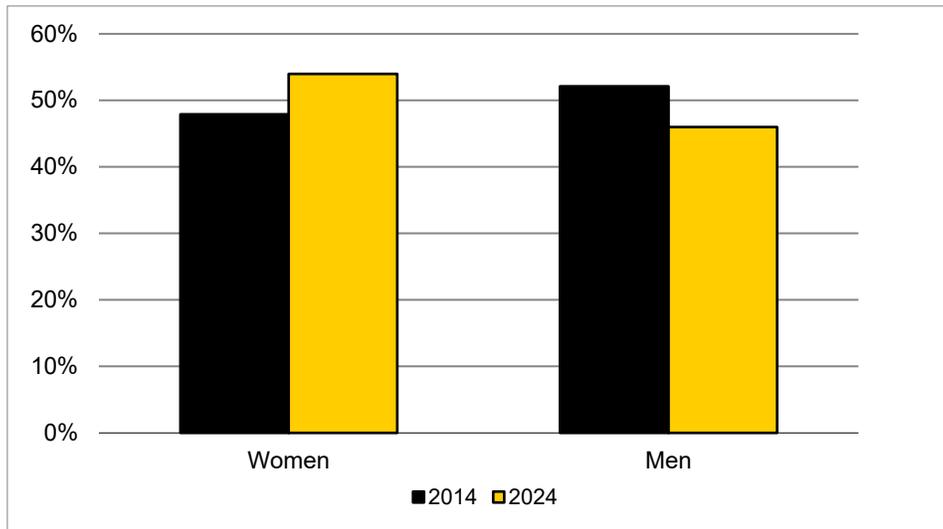
Clinical track positions are included in the Non-Tenure Track Faculty POA group. The growth of this POA group is directly related to the increase in clinical track appointments. The clinical track faculty has grown by 60.0 percent in the last ten years, from 633 to 1,013.

The number of women on the clinical track increased by 80.5 percent, and the number of racial/ethnic minorities increased by 77.3 percent over the ten-year period.

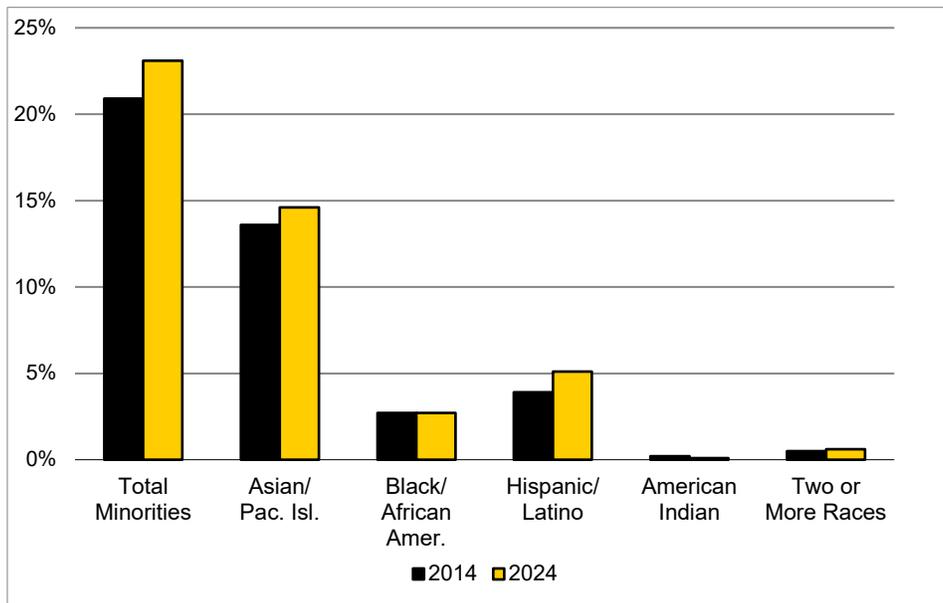
**Table 23**  
**Clinical Track Faculty by Sex and Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**

Year	Clinical Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2014	633	303 47.9 %	132 20.9 %	86 13.6 %	17 2.7 %	25 3.9 %	1 0.2 %	3 0.5 %
2024	1,013	547 54.0 %	234 23.1 %	148 14.6 %	27 2.7 %	52 5.1 %	1 0.1 %	6 0.6 %
Net Change	+ 380 + 60.0 %	+ 244 + 80.5 %	+ 102 + 77.3 %	+ 62 + 72.1 %	+ 10 + 58.8 %	+ 27 + 108 %	0	+ 3 + 100 %

**Figure 32**  
**Clinical Track Faculty by Sex**  
**November 1, 2014 – November 1, 2024**



**Figure 33**  
**Clinical Track Faculty by Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**



**E. Research Track Faculty by Sex and Race/Ethnicity, 2014 - 2024**

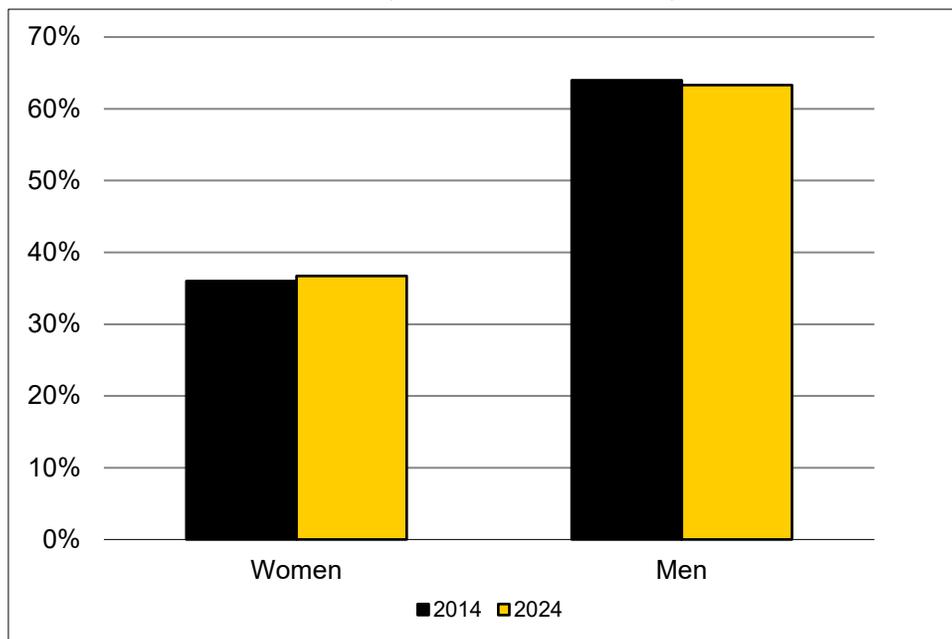
The research track is a subset of POA Group 3, Non-Tenure Track Faculty, developed for faculty who devote most of their time to performing externally-supported research and who submit or assist in the submission of research grants. The research track was developed to allow the university more flexibility in adjusting programs to meet changing needs and remain competitive.

The research track increased by 24 faculty (96.0 percent) over the ten-year period. The number of women on the research track increased by 100 percent, and the number of racial/ethnic minorities increased by 200 percent.

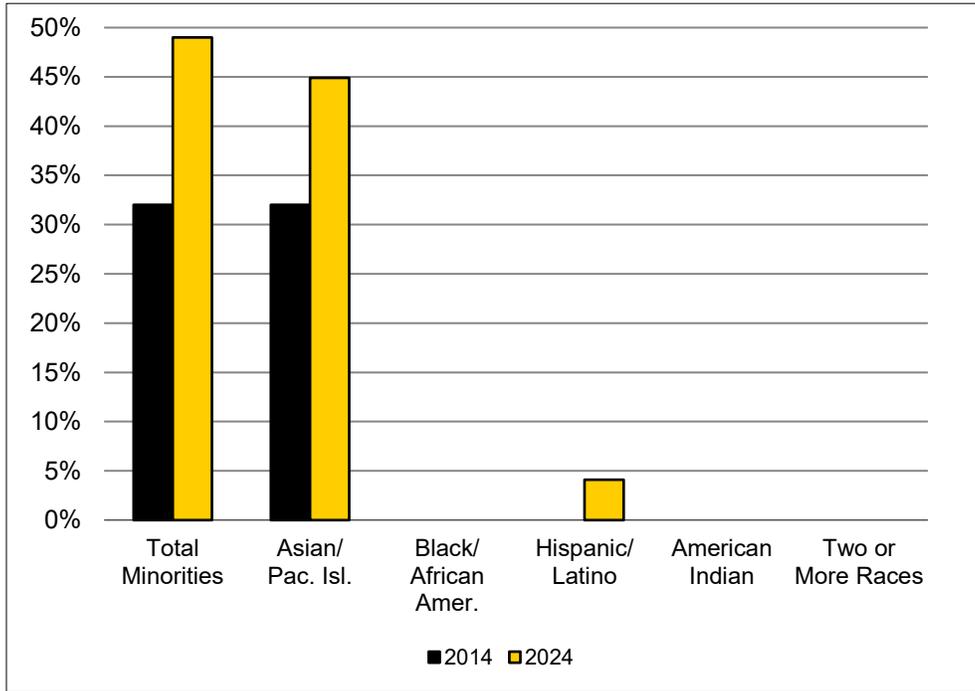
**Table 24  
Research Track Faculty by Sex and Race/Ethnicity  
November 1, 2014 – November 1, 2024**

Year	Research Track Faculty	Women	Total Minorities	Asian/Pacific Islander	Black/African American	Hispanic/Latino	American Indian/Alaska Native	Two or More Races
2014	25	9 36.0 %	8 32.0 %	8 32.0 %	0	0	0	0
2024	49	18 36.7 %	24 49.0 %	22 44.9 %	0	2 4.1 %	0	0
Net Change	+ 24 + 96.0 %	+ 9 + 100 %	+ 16 + 200 %	+ 14 + 175 %	0	+ 2 n/a	0	0

**Figure 34  
Research Track Faculty by Sex  
November 1, 2014 – November 1, 2024**



**Figure 35**  
**Research Track Faculty by Race/Ethnicity**  
**November 1, 2014 – November 1, 2024**



## VIII. FIVE-YEAR AND TEN-YEAR COMPARISON SUMMARY

**Table 25**

**The University of Iowa Workforce by Primary Occupational Activity Group, Sex, and Minority Status in 2014, 2019, and 2024**

Primary Occupational Activity (POA) Group	October 31, 2014					October 31, 2019					October 31, 2024				
	Total Work-force	Women	% of Total	Minorities	% of Total	Total Work-force	Women	% of Total	Minorities	% of Total	Total Work-force	Women	% of Total	Minorities	% of Total
Executive, Administrative, and Managerial Staff	369	151	40.9%	21	5.7%	369	178	48.2%	43	11.7%	421	212	50.4%	65	15.4%
Tenured/Tenure Track Faculty	1,453	476	32.8%	301	20.7%	1,335	455	34.1%	306	22.9%	1,275	466	36.5%	336	26.4%
Non-Tenure Track Faculty	967	483	49.9%	191	19.8%	1,458	767	52.6%	346	23.7%	1,567	830	53.0%	346	22.1%
Professional and Scientific Staff	8,898	6,363	71.5%	728	8.2%	11,162	8,106	72.6%	1,060	9.5%	13,255	9,703	73.2%	1,502	11.3%
Secretarial and Clerical Staff	1,773	1,488	83.9%	97	5.5%	1,255	999	79.6%	124	9.9%	924	704	76.2%	146	15.8%
Technical and Paraprofessional Staff	685	532	77.7%	78	11.4%	936	740	79.1%	150	16.0%	1,047	810	77.4%	240	22.9%
Skilled Crafts Staff	354	19	5.4%	17	4.8%	319	18	5.6%	16	5.0%	236	10	4.2%	15	6.4%
Service and Maintenance Staff	1,925	1,024	53.2%	390	20.3%	2,143	1,222	57.0%	607	28.3%	2,463	1,424	57.8%	897	36.4%
<b>Total</b>	<b>16,424</b>	<b>10,536</b>	<b>64.2%</b>	<b>1,823</b>	<b>11.1%</b>	<b>18,977</b>	<b>12,485</b>	<b>65.8%</b>	<b>2,652</b>	<b>14.0%</b>	<b>21,188</b>	<b>14,159</b>	<b>66.8%</b>	<b>3,547</b>	<b>16.7%</b>

# Iowa State University

## EXECUTIVE ORDER 11246

### AFFIRMATIVE ACTION PROGRAM

**Plan Effective Date:** November 1, 2023

**Plan Expiration Date:** October 31, 2024

**AAP Administrator:** Mary Sirna, Director, Office of Equal Opportunity

**Approved by:** Wendy Wintersteen, President

**Establishment's Name:** ISU

**Establishment's Address:** 515 Morrill Road 2680 Beardshear Hall Ames, IA 50011

# Iowa State University

## AFFIRMATIVE ACTION PROGRAM for EXECUTIVE ORDER 11246

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  - B. Responsibilities of Iowa State University's Management to Ensure Implementation of the AAP (41 CFR 60-2.17(a))
- III. Identification of Problem Areas (41 CFR 60-2.17(b))
- IV. Accomplishment of Prior Year Placement Goals
- V. Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))
- VI. Internal Audit and Reporting Systems (41 CFR 2.17(d))

### I. Equal Employment Opportunity (EEO) Policy Statement

The EEO Policy Statement on the following page is posted on the university's bulletin board along with our required employment posters and is viewable by both employees and applicants. The Know Your Rights: Workplace Discrimination is Illegal poster is also posted on the university's bulletin board and made available electronically through the university website for viewing by online applicants.

## Iowa State University

### EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of Iowa State University not to discriminate against any employee or applicant for employment because of his or her race, color, religion, sex, sexual orientation, gender identity, national origin, or because he or she is an individual with a disability or disabled veteran, Armed Forces service medal veteran, recently separated veteran, or active-duty wartime or campaign badge veteran, or thereafter referred collectively as "protected veterans." It is also the policy of Iowa State University to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment,

hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment. Furthermore, the university will provide qualified applicants and employees who request an accommodation due to a disability with reasonable accommodations, as required by law.

Iowa State University prohibits harassment of employees and applicants because they are individuals with disabilities or protected veterans. Iowa State University also prohibits retaliation against employees and applicants for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights under any Federal, State, or local EEO law requiring equal employment opportunity for individuals with disabilities and protected veterans. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

As President of Iowa State University, I am committed to the principles of affirmative action and equal employment opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the university, Mary Sirna, Director, Office of Equal Opportunity, has been assigned these duties for Iowa State University. One of Mary's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of Iowa State University's programs.

In furtherance of Iowa State University's policy regarding affirmative action and equal employment opportunity, Iowa State University has developed a written Affirmative Action Program (AAP) which sets forth the policies, practices and procedures that Iowa State University is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request between 8:00 AM-5:00 PM September - May & 7:30 AM-4:00 PM June - August at the Office of Equal Opportunity department. Any questions should be directed to me, your supervisor, or Mary Sirna, Director, Office of Equal Opportunity.

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Wendy Wintersteen  
President  
Iowa State University  
November 1, 2023

## **II. Establishment of Responsibilities for Implementation of the Written Affirmative Action Program (41 CFR 60-2.17(a))**

### **A. Designation of Responsibilities of Director, Office of Equal Opportunity (41 CFR 60-2.17(a))**

Mary Sirna, Director, Office of Equal Opportunity, has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of E.O. 11246, as amended, and with implementing all applicable regulations. The Director, Office of Equal Opportunity's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in the university. The responsibilities of the Director, Office of Equal Opportunity include, but are not necessarily limited to, the following:

1. Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problems;
3. Assisting management in arriving at effective solutions to AAP/EEO problems;
4. Designing and implementing an internal audit and reporting system that:
  - o Measures the effectiveness of the Affirmative Action Program;
  - o Determines the degree to which AAP goals and objectives are met; and
  - o Identifies the need for remedial action.
5. Keeping university's leadership informed of equal opportunity progress and reporting potential problem areas within the university through reports;
6. Reviewing the university's AAP for qualified minorities and women with all levels of management to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the contents of the university's bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as liaison between Iowa State University and enforcement agencies.

### **B. Responsibilities of Iowa State University's Leadership to Ensure Implementation of the AAP (41 CFR 60-2.17(a))**

In implementing this written Affirmative Action Program, the responsibilities of the university's supervisors and managers working with the Director, Office of Equal Opportunity include, but are not necessarily limited to, the following:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

## **III. Identification of Problem Areas (41 CFR 60-2.17(b))**

Iowa State University performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted to reveal any potential problem areas:

1. **Placement Goals:** An analysis of incumbency versus availability is performed to determine whether there are problems of minority and/or female utilization. Whenever a problem exists, as

defined by a statistical methodology, Placement Goals are set (see the Placement Goals report which follows this section).

Whether there are Placement Goals or not, steps will be taken to encourage and increase the percentage of qualified minorities and/or females applying for positions both externally and internally. These steps may include, but are not limited to the following:

- Working with hiring managers and recruiters to determine appropriate outreach to attract qualified applicant pools;
  - Recruiting at colleges and universities with a significant percentage of minority and/or female students;
  - Publishing job advertisements in newspapers and/or magazines that target minorities and/or females;
  - Offering job training to minorities and/or females currently employed by the university to increase their chances of advancement;
  - Offering tuition reimbursement to employees to obtain training that will increase their chances of advancement;
  - Using recruitment companies that specifically target minorities and/or females; and
  - Continuing to use the services of the respective Employment Service Delivery System.
2. **Review of Employment Decisions:** A review of employment decisions is made to determine whether minorities and/or females are selected at a less favorable rate than non-minorities and/or males. A review of non-minorities and/or males is also conducted to determine if either group is being selected at a statistically significant lessor rate than minorities and/or females.
  3. **Review of Hires/Promotions:** Whenever minorities and/or females are selected at a lower rate than non-minorities and/or males, a review of the applicant flow is conducted to determine possible reasons why minorities and/or females were not selected at a more favorable rate. If the university is attracting fewer than expected minorities and/or females that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified minorities and/or females. If non-minorities and/or males are selected at a statistically significantly lessor rate than minorities and/or females, a review of the applicant flow and selection decisions is also made to ensure that there is no evidence of discrimination.
  4. **Review of Terminations:** For terminations, if minorities and/or females are being involuntarily terminated or are voluntarily leaving at a higher rate than non-minorities and/or males, a review of the employee files will be made to ensure the university is applying its policies and procedures for termination equally for protected as well as non-protected classes. If non-minorities and/or males have a statistically significant higher rate of termination than minorities and/or females, an investigation will also be conducted to determine the cause.
  5. **Compensation:** Compensation is reviewed at least annually to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minority versus non-minority rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, Iowa State University will put a plan in place to bring pay into greater alignment.

**Job Group: 1B - PROGRAM ADMINISTRATORS IN TEACHING, RESEARCH, AND SERVICE (POA WITH JOB GROUP)**

Class	Goal Placement Rate %
Minority	21.49%

**Job Group: 1D - INSTITUTIONAL OPERATIONS & SERVICE (POA WITH JOB GROUP)**

Class	Goal Placement Rate %
Minority	14.70%

**Job Group: 1E - FINANCE, HR, EO, COMMUNICATIONS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	17.88%

**Job Group: 2A01LAS - LIBERAL ARTS & SCIENCES DISTINGUISHED PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	27.34%

**Job Group: 2A01VMED - VETERINARY MEDICINE DEPARTMENT CHAIR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	72.85%

**Job Group: 2A02ENG - ENGINEERING PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	24.82%

**Job Group: 2A02LAS - LIBERAL ARTS & SCIENCES PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	40.02%

**Job Group: 2A02VMED - VETERINARY MEDICINE PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	34.04%

**Job Group: 2A03AGLS - AG & LIFE SCIENCES ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	58.98%

**Job Group: 2A03DSN - DESIGN ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	30.63%

**Job Group: 2A03LAS - LIBERAL ARTS & SCIENCES ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	44.21%

**Job Group: 2A04DSN - DESIGN ASSISTANT PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	47.01%

**Job Group: 2B01CHS - HUMAN SCIENCES ASSISTANT TEACHING PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	29.63%

**Job Group: 2B01DSN - DESIGN LECTURER**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	29.38%

**Job Group: 2B02BUS - BUSINESS PROFESSOR OF PRACTICE**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	48.31%

**Job Group: 2B02ENG - ENGINEERING PROFESSOR OF PRACTICE**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	43.30%

**Job Group: 2B05VMED - VETERINARY MEDICINE CLINICAL PROFESSOR**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	73.92%

**Job Group: 3C - EXTENSION PROGRAM PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	17.81%

**Job Group: 3E - HEALTH AND SAFETY PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	64.35%

**Job Group: 3F - ENGINEERS, DESIGNERS AND FACILITIES PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	20.97%

**Job Group: 3G - SCIENTISTS AND RESEARCH ADMINISTRATION (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	54.16%

**Job Group: 3H - STUDENT SERVICES PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	23.80%

**Job Group: 3I - COMMUNICATIONS AND PUBLIC RELATIONS PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	74.95%
Minority	13.84%

**Job Group: 3J - PRE AND POST DOC FELLOWS AND TRAINEES (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	50.74%

**Job Group: 3K - PROGRAMS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	22.91%

**Job Group: 3L - MISCELLANEOUS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	36.59%

**Job Group: 3M - HEALTHCARE PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	23.57%

**Job Group: 3P - LIBRARIANS AND CURATORS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	85.57%

**Job Group: 4A - SECRETARIES AND CLERKS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	33.00%

**Job Group: 4B - FINANCIAL, RECORDS, AND LIBRARY CLERKS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	29.11%

**Job Group: 4C - COMMUNICATIONS, MEDIA, AND ARTS SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	81.69%
Minority	22.43%

**Job Group: 4D - ADMIN SPECIALISTS AND BOOKSTORE CLERKS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	21.90%

**Job Group: 4F - DISPATCHERS AND PARKING (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	38.96%

**Job Group: 5A - HEALTH AND VET TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	35.00%

**Job Group: 5B - LAB AND RESEARCH TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	71.36%
Minority	35.40%

**Job Group: 5C - ELECTRICIANS AND MECHANICAL TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	17.84%

**Job Group: 5D - ELECTRONIC EQUIPMENT TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	31.39%

**Job Group: 5E - IT SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	23.75%
Minority	33.12%

**Job Group: 6A - BUILDING TRADES (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	40.67%

**Job Group: 6B - MACHINISTS AND MECHANICS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	32.47%

**Job Group: 6D - PRINTING (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	42.44%

**Job Group: 7A - FOOD SERVICE WORKERS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	50.19%

**Job Group: 7B - CUSTODIAL SERVICE WORKERS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	57.88%

**Job Group: 7C - GROUNDSKEEPERS AND MOTOR VEHICLE OPERATORS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Female	16.99%
Minority	35.11%

**Job Group: 7D - AGRICULTURAL SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	62.85%

**Job Group: 7F - FACILITIES SUPPORT SERVICES (POA WITH JOB GROUP)**

<b>Class</b>	<b>Goal Placement Rate %</b>
Minority	25.34%

## IV. Accomplishment of Prior Year Placement Goals

Where goals were established for the prior year, the university developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities in the university for minorities and/or females. The results of the prior year's Affirmative Action Program are identified on the Goal Attainment report.

### Job Group: 1D - INSTITUTIONAL OPERATIONS & SERVICE (POA WITH JOB GROUP)

Class	Employees at Plan Date #	Goal Placement Rate %	Placements #	Actual Placement Rate %	Goal Attained?
Minority	2	15.36%	0	0.00%	No

### Job Group: 1E - FINANCE, HR, EO, COMMUNICATIONS (POA WITH JOB GROUP)

Class	Employees at Plan Date #	Goal Placement Rate %	Placements #	Actual Placement Rate %	Goal Attained?
Minority	1	13.64%	1	11.11%	No

### Job Group: 1F - HEALTH, HEALTH & SAFETY, PUBLIC SAFETY (POA WITH JOB GROUP)

Class	Employees at Plan Date #	Goal Placement Rate %	Placements #	Actual Placement Rate %	Goal Attained?
Female	7	82.07%	1	33.33%	No

### Job Group: 1K - ATHLETICS (POA WITH JOB GROUP)

Class	Employees at Plan Date #	Goal Placement Rate %	Placements #	Actual Placement Rate %	Goal Attained?
Female	6	49.31%	2	50.00%	Yes

### Job Group: 2A01AGLS - AG & LIFE SCIENCES DEPARTMENT CHAIR

Class	Employees at Plan Date #	Goal Placement Rate %	Placements #	Actual Placement Rate %	Goal Attained?
Minority	1	25.25%	0	0.00%	No

**Job Group: 2A01LAS - LIBERAL ARTS & SCIENCES DEPARTMENT CHAIR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	8	26.91%	0	0.00%	No

**Job Group: 2A01VMED - VETERINARY MEDICINE DEPARTMENT CHAIR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	3	60.06%	0	0.00%	No Opportunity

**Job Group: 2A02AGLS - AG & LIFE SCIENCES PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	18	34.05%	1	25.00%	No

**Job Group: 2A02ENG - ENGINEERING PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	6	23.89%	0	0.00%	No

**Job Group: 2A02LAS - LIBERAL ARTS & SCIENCES PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	28	37.10%	6	54.55%	Yes

**Job Group: 2A03AGLS - AG & LIFE SCIENCES ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	13	63.99%	3	60.00%	No

**Job Group: 2A03DSN - DESIGN ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	4	25.87%	1	33.33%	Yes

**Job Group: 2A03VMED - VETERINARY MEDICINE ASSOCIATE PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	7	52.70%	1	50.00%	No

**Job Group: 2A04VMED - VETERINARY MEDICINE ASSISTANT PROFESSOR**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	11	69.87%	2	40.00%	No

**Job Group: 2B01CHS - HUMAN SCIENCES LECTURER**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	5	36.87%	1	9.09%	No

**Job Group: 2B01DSN - DESIGN LECTURER**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	4	37.43%	0	0.00%	No

**Job Group: 2B01ENG - ENGINEERING LECTURER**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	8	33.47%	2	40.00%	Yes

**Job Group: 2B01LAS - LIBERAL ARTS & SCIENCES LECTURER**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	24	31.28%	3	27.27%	No

**Job Group: 2B02BUS - BUSINESS ASSISTANT PROFESSOR OF PRACTICE**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	0	56.61%	0	0.00%	No Opportunity

**Job Group: 2B02DSN - DESIGN ASSISTANT PROFESSOR OF PRACTICE**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	2	37.69%	1	33.33%	No

**Job Group: 2B02ENG - Engineering Assistant Professor of Practice**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	0	36.83%	0	0.00%	No Opportunity

**Job Group: 3B - FINANCIAL, LEGAL, AND HR PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	32	15.12%	5	9.80%	No

**Job Group: 3C - EXTENSION PROGRAM PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	20	27.05%	9	29.03%	Yes

**Job Group: 3E - HEALTH AND SAFETY PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	13	56.49%	1	33.33%	No

**Job Group: 3F - ENGINEERS, DESIGNERS AND FACILITIES PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	1	17.70%	2	10.00%	No

**Job Group: 3H - STUDENT SERVICES PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	63	23.04%	14	12.61%	No

**Job Group: 3I - COMMUNICATIONS AND PUBLIC RELATIONS PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	9	14.43%	3	5.56%	No

**Job Group: 3J - PRE AND POST DOC FELLOWS AND TRAINEES (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	100	44.85%	67	41.36%	No

**Job Group: 3L - MISCELLANEOUS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	12	47.43%	2	14.29%	No

**Job Group: 3M - HEALTHCARE PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	6	16.44%	3	21.43%	Yes

**Job Group: 3P - LIBRARIANS AND CURATORS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	31	84.11%	6	85.71%	Yes

**Job Group: 3R - NON FACULTY TEACHING (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	20	79.15%	5	62.50%	No
Minority	4	26.17%	2	25.00%	No

**Job Group: 3T - AGRICULTURAL PROFESSIONALS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	15	49.02%	3	37.50%	No
Minority	3	26.18%	0	0.00%	No

**Job Group: 4A - SECRETARIES AND CLERKS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	11	12.51%	4	10.81%	No

**Job Group: 4C - COMMUNICATIONS, MEDIA, AND ARTS SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	12	73.53%	3	75.00%	Yes
Minority	0	15.35%	0	0.00%	No

**Job Group: 5A - HEALTH AND VET TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	7	11.50%	6	17.65%	Yes

**Job Group: 5B - LAB AND RESEARCH TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	38	71.59%	11	47.83%	No

**Job Group: 5C - ELECTRICIANS AND MECHANICAL TECHNICIANS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	1	11.49%	0	0.00%	No
Minority	4	12.06%	1	5.56%	No

**Job Group: 5E - IT SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	5	16.43%	0	0.00%	No

**Job Group: 7B - CUSTODIAL SERVICE WORKERS (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Minority	41	25.61%	21	23.08%	No

**Job Group: 7D - AGRICULTURAL SUPPORT (POA WITH JOB GROUP)**

<b>Class</b>	<b>Employees at Plan Date #</b>	<b>Goal Placement Rate %</b>	<b>Placements #</b>	<b>Actual Placement Rate %</b>	<b>Goal Attained?</b>
Female	31	77.51%	17	73.91%	No

## **V. Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))**

Programs have been instituted to ensure no barriers to employment exist. These programs may include, but are not limited to, the following:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
2. Making job descriptions available to recruiting sources and available to all members of leadership involved in the recruiting, screening, selection and promotion processes;
3. Evaluating the total selection process to ensure freedom from bias through:
  - Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
  - Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
  - Training personnel and management staff on proper interview and selection procedures; and,
  - Training on EEO and other related policies for management and supervisory staff.
4. Using techniques to improve recruitment and retention and to increase the flow of qualified applicants, including minority and/or female applicants, undertakes the following actions:
  - Including the phrase "As an EEO/Affirmative Action Employer all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status" or other acceptable tagline in all printed employment advertisements;

- Disseminating information on job opportunities to organizations representing minorities and women and to employment development agencies when job opportunities become available;
  - Encouraging all employees to refer qualified applicants;
  - Actively recruiting at secondary schools, junior colleges, colleges and universities with predominantly minority and/or female enrollments; and,
  - Requesting employment agencies to refer qualified minorities and women.
5. Reviewing university's compensation practices;
  6. Ensuring that all employees are given equal opportunity for promotions and/or transfers. This is achieved by:
    - Posting opportunities internally;
    - Offering guidance to employees in identifying opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
    - Evaluating job requirements to ensure that they are appropriate.

## **VI. Internal Audit and Reporting Systems (41 CFR 60-2.17(d))**

The university believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed. Iowa State University's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document and analyze personnel activities;
3. Identify problem areas and develop action plans where remedial action is needed; and
4. Determine the degree to which AAP goals and objectives have been attained.

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin, age, sex, sexual orientation, gender identity, pregnancy, genetic information, disability, veteran status, or any other legally protected status covered by applicable state or local law:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, layoff, recall from layoff;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

The following documents may be maintained as a component of Iowa State University's internal audit process:

1. An applicant flow log;
2. Summary data of external job offers and hires, promotions, terminations;
3. Summary data of applicant flow;
4. Employment applications; and
5. Records pertaining to university's compensation system and decisions.

Iowa State University's audit system includes periodic review of employment decisions. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to

report problem areas immediately to the Director, Office of Equal Opportunity. During the reporting cycle, the following occurs:

1. The Director, Office of Equal Opportunity will discuss any problems relating to substantial disparate impact, EEO charges, etc., with leadership; and
2. The Director, Office of Equal Opportunity will report the status of the university's AAP goals and objectives to leadership. The Director, Office of Equal Opportunity will recommend remedial actions for the effective implementation of the AAP.



# **Annual Report on Affirmative Action To the Iowa Board of Regents**

University of Northern Iowa  
Office of Civil Rights Compliance  
January 2025

Submitted by Leah Gutknecht  
Assistant to the President for Civil Rights Compliance & Title IX Officer

**Annual Report on Affirmative Action  
To the Iowa Board of Regents  
University of Northern Iowa  
January 2025**

## I. INTRODUCTION.

The University of Northern Iowa (UNI) is committed to a policy of equal opportunity in employment, retention, and advancement of employees without regard to age, color, creed, disability, ethnicity, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, veteran or military status, or any other basis protected by federal and/or state law, except in rare instances where sex may be a bona fide occupational requirement of the applicant, and to a policy of affirmative action for protected classes. Affirmative action entails special efforts by the University community to recruit and hire protected class members throughout the University, proportionate to their availability in the relative labor market. This includes the provision of a campus environment that is free from illegal discrimination and harassment, and applies to the recruitment, appointment, and promotion of persons in all employment groups.

This report presents recent employment activities at UNI. The data in this report are compiled according to Iowa Board of Regents guidelines, and include all non-temporary, full-time, and part-time employees working fifty percent time or more as of September 30, 2024. The categories used for the job groupings are determined by federal guidelines. It is important to note that other reports generated for other University purposes will use different data sources, definitions, and groupings of employees. Care should be taken in attempts to compare data from this report with other UNI workforce reports.

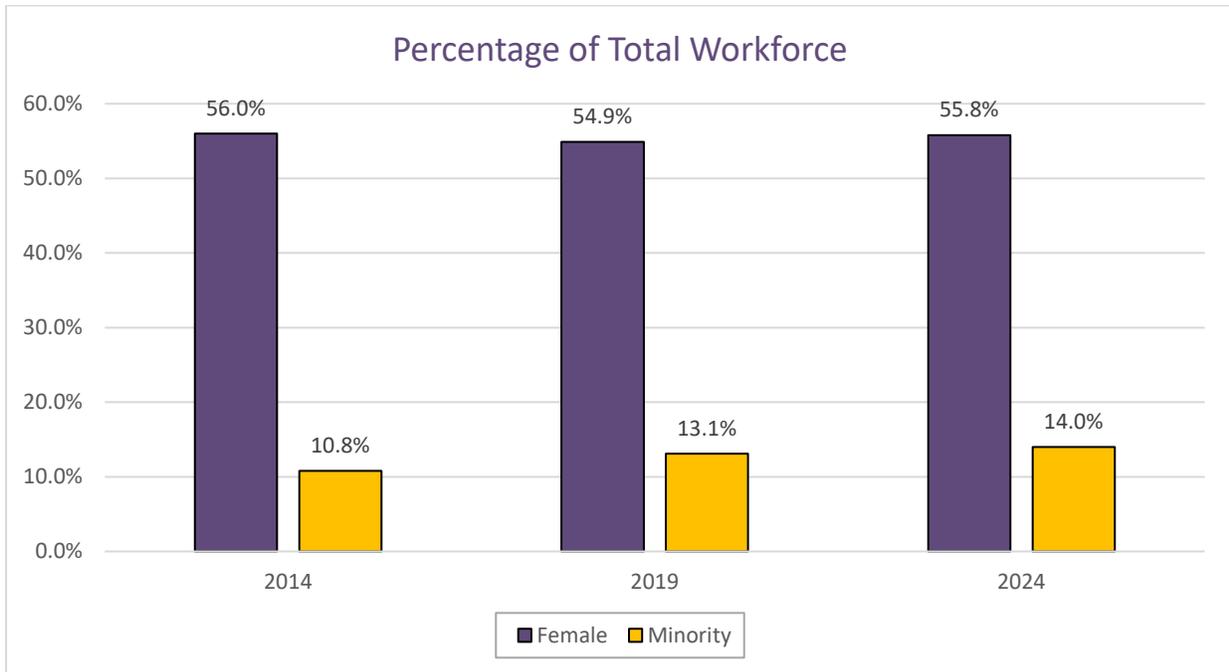
## II. OVERVIEW.

**One-year comparisons.** As of September 30, 2024, the UNI workforce totals 1,569 non-temporary employees. This includes 875 (55.8%) female employees and 220 (14%) minority<sup>1</sup> employees. One year ago, UNI employed 1,559 non-temporary employees, including 865 (55.5%) female employees and 213 (13.7%) minority employees. The total number of non-temporary employees increased by ten (0.6%) from last year; the number of females increased by ten (1.2%); and the number of minorities increased by seven (3.3%).

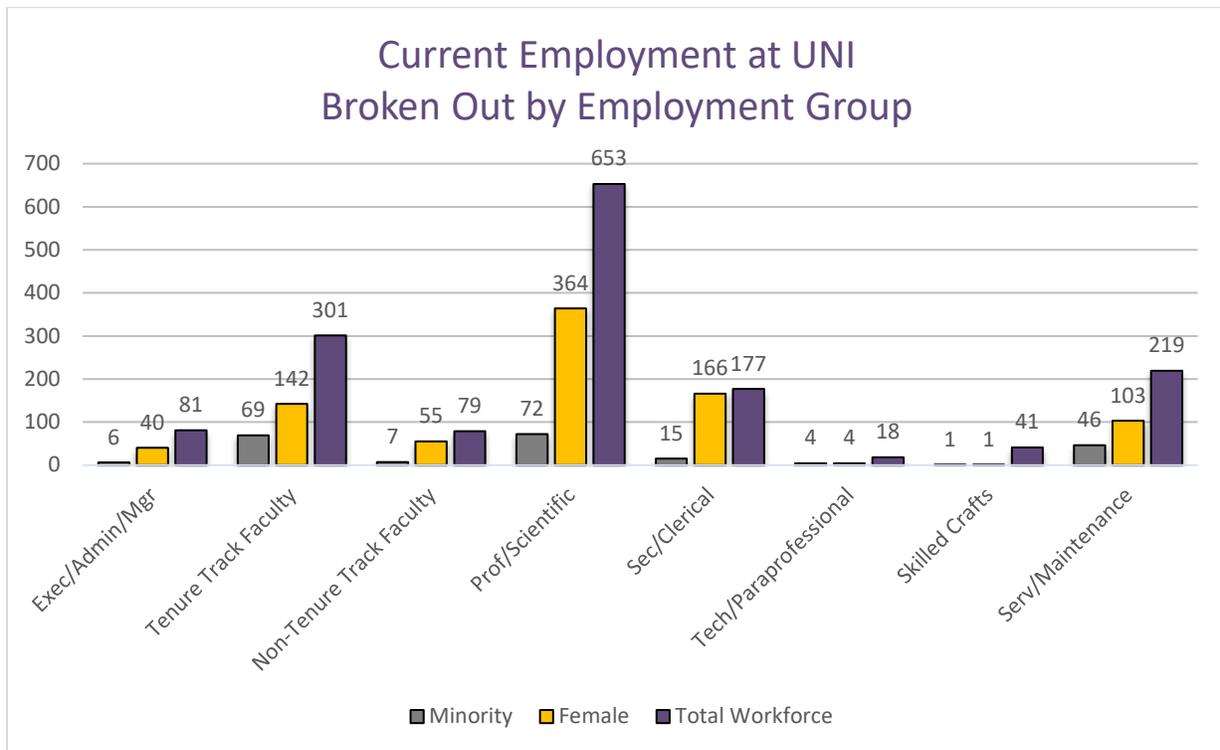
**Ten-year comparisons.** In 2014, UNI employed 1,860 non-temporary employees, including 1,042 (56%) female employees and 200 (10.8%) minority employees. The total number of non-temporary employees has decreased by 291 (15.6%) from ten years ago; the number of females decreased by 167 (16%); and the number of minorities increased by 20 (10%).

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<sup>1</sup> The term ‘minorities’ is defined in the Office of Federal Contract Compliance Programs (OFCCP) Federal Contract Compliance Manual as individuals who identify as American Indian or Alaskan Native, Asian or Pacific Islander, Black, Hispanic or Two or More Races. The term may mean members of these groups in the aggregate or members of an individual group. <https://www.dol.gov/agencies/ofccp/manual/fccm/key-words-and-phrases>

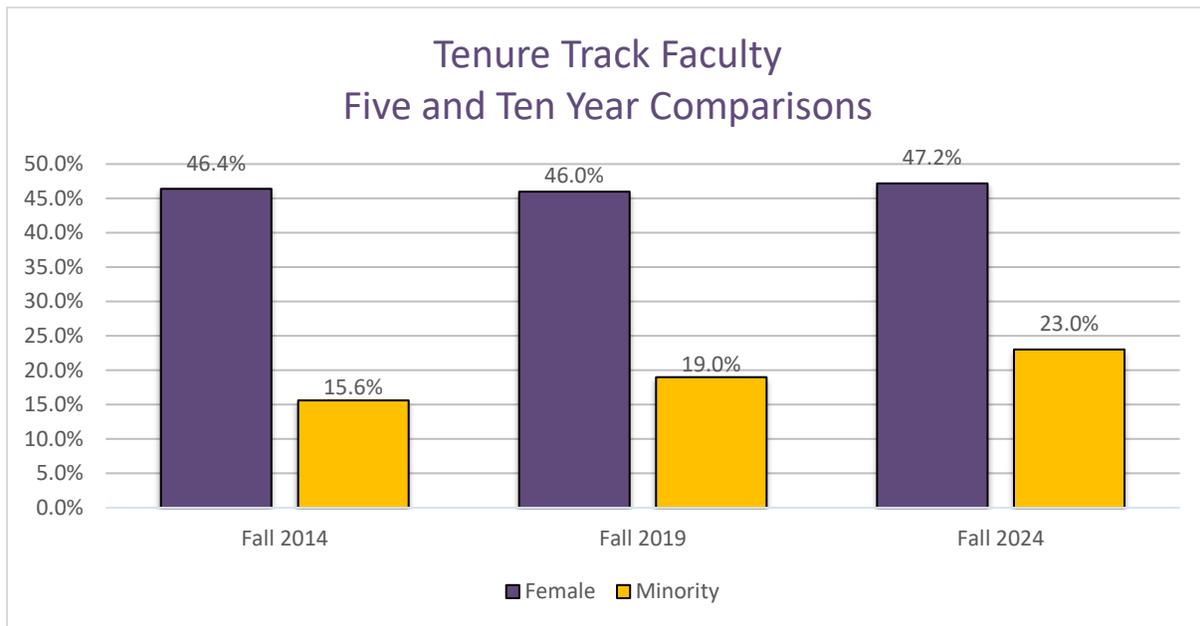


The following chart shows current employment levels in each of the employment groups at UNI:



**Faculty.** The Tenured/Tenure Track employee group currently employs a total of 301 employees. This represents a decrease of 19 (5.9%) faculty employees from last year. Of that total, 142 (47.2%) are female employees; 69 (22.9%) are minority employees.

Ten years ago, UNI employed 550 Tenured/Tenure Track employees, including 255 (46.4%) female employees and 86 (15.6%) minority employees. The total number of Tenured/Tenured Track employees has decreased by 249 (45.3%) from ten years ago: the number of Tenured/Tenured Track females decreased by 113 (44.3%); and the number of minority employees decreased by 17 (19.8%).



### III. EQUAL EMPLOYMENT OPPORTUNITY ACTIONS.

During the time period of October 1, 2023 through September 30, 2024, a total of 175 searches were completed for non-temporary positions. The results were as follows:

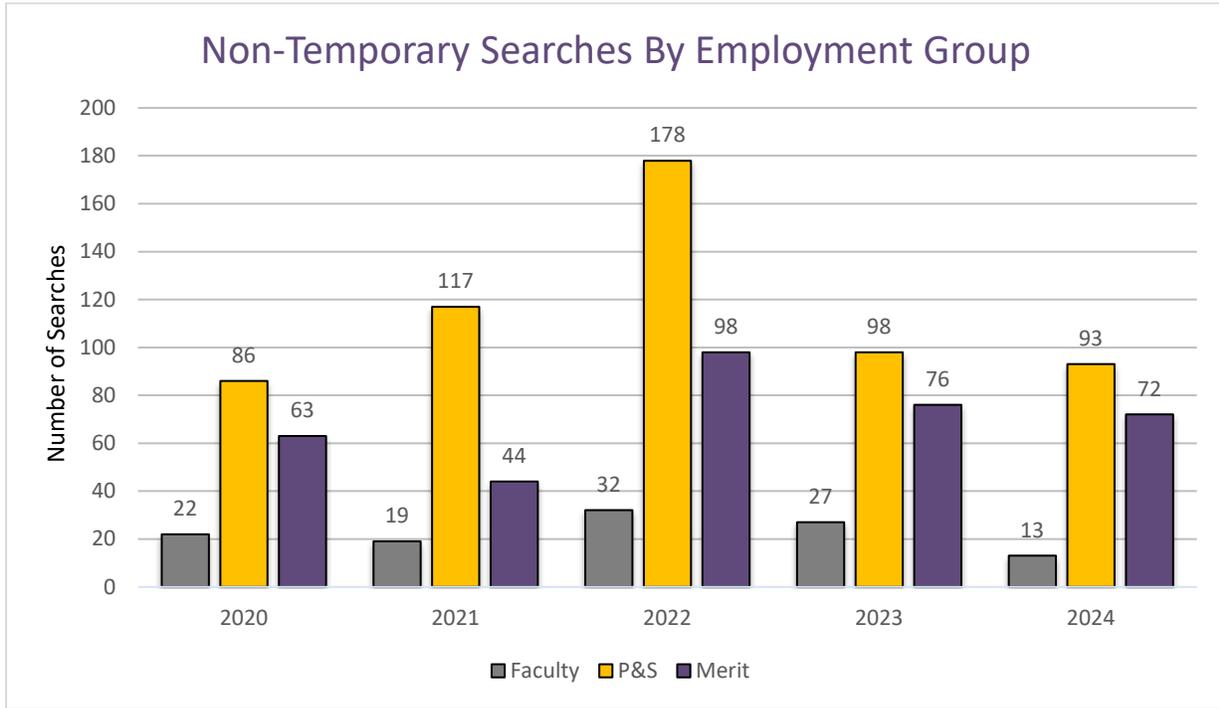
**Executive/Administration/Managerial.** Four (4) searches were filled.

**Faculty Searches.** Thirteen (13) non-temporary faculty searches were filled, consisting of:  
four (4) Tenure/Tenure Track positions; and  
nine (9) Term positions.

**Professional & Scientific (P&S) Searches.** Ninety-three (93) P&S searches were filled.

**Merit Searches.** Seventy (72) Merit searches were filled, consisting of:  
twenty-nine (29) Secretarial/Clerical positions;  
three (3) Tech/Paraprofessional positions;  
four (4) Skilled Craft positions; and  
thirty-six (36) Service/Maintenance positions.

The five-year history of searches by employment group are shown in the following chart:



**IV. 2023-2024 HIRING GOAL ATTAINMENT BY EMPLOYMENT GROUP.**

The following table shows the 2023-2024 hiring goals and actual hires by each job group. Total numbers hired are shown in the right columns.

Employment Group (with total number hired)	2023-24 Goals		Actual Hires	
	Minority	Female	Minority	Female
Executive/Administrative/Managerial (4)	0	0	0	2
Faculty (Tenured and Tenure Track) (4)	0	0	1	1
Faculty (Term) (9)	0	0	0	7
Professional/Scientific (93)	0	0	13	53
Secretarial/Clerical (29)	0	0	1	26
Technical/Paraprofessional (3)	0	0	1	1
Skilled Craft (4)	0	0	0	0
Service/Maintenance (36)	0	0	8	14

\*The fact that a numerical goal is not indicated is not to be interpreted as UNI being relieved of any commitment toward furthering our goal of a diverse workforce.

## V. LOOKING AHEAD: 2024-25 HIRING GOALS BY EMPLOYMENT GROUP.

As part of our commitment to affirmative action, UNI conducts an annual availability analysis to establish a benchmark against which the demographic composition of UNI's workforce may be compared. Through this analysis, the University is able to determine whether barriers to equal employment opportunity exist within particular job groups.

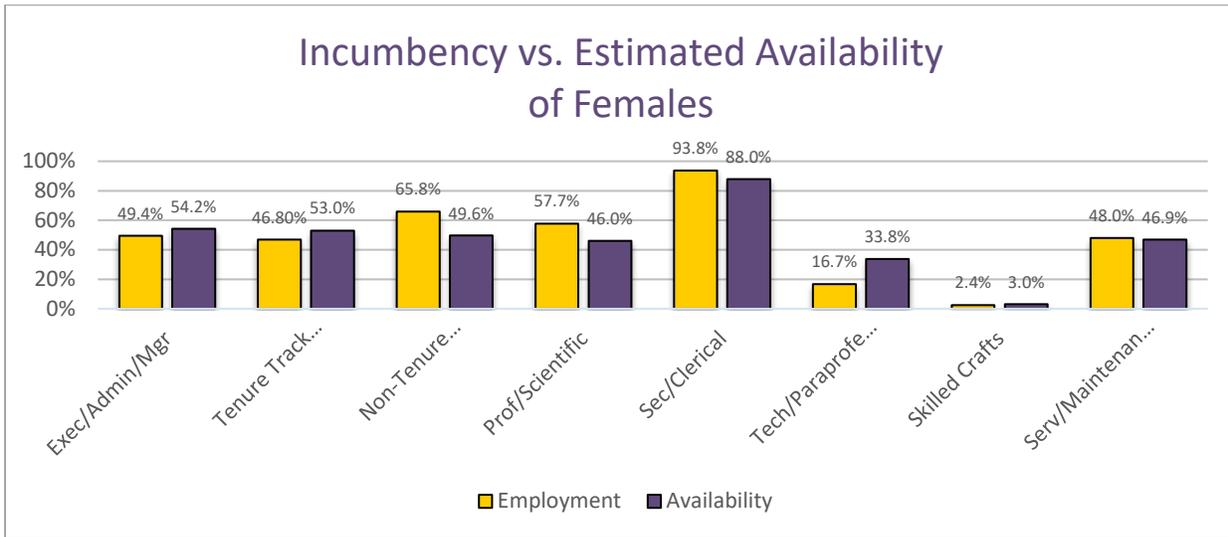
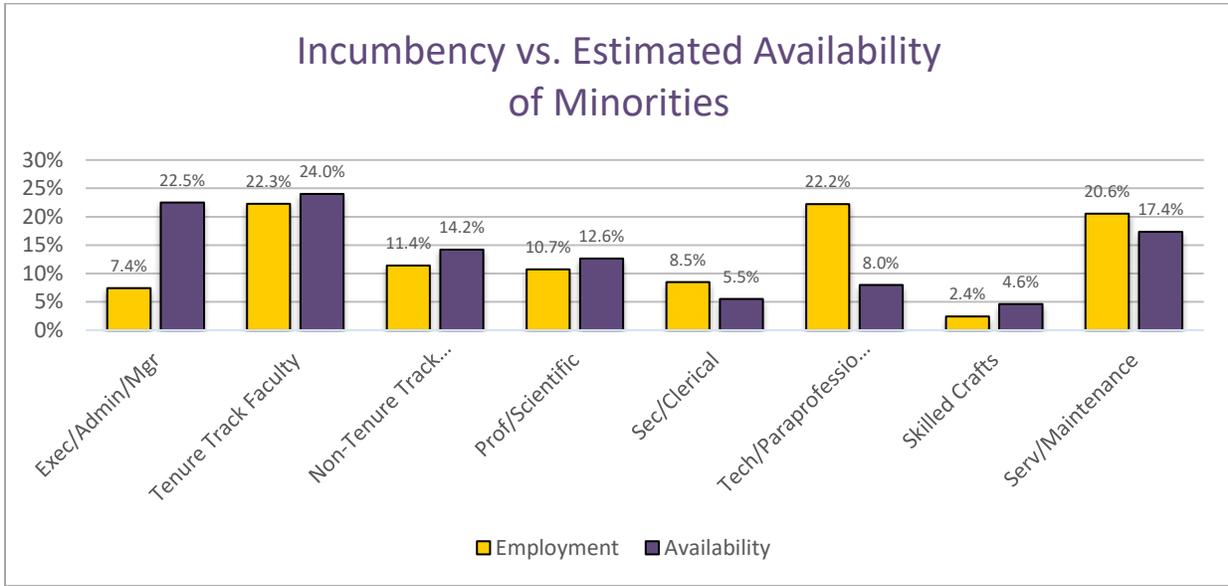
The availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the institution (external availability) and those within the institution who are promotable, transferable and/or trainable (internal availability). Recruitment areas vary by job group, but are determined by a combination of national, state, and local census data, as well as internal feeder positions and reasonable paths of progression. Finally, where a job group is composed of different job titles that carry different availability rates, a composite availability figure is calculated and then weighted accordingly.

The representation of minorities and women in each job group is compared with the availability analysis of the respective job group. Where actual representation is less than the calculated availability, a statistical test identifies whether the difference is greater than could reasonably be expected. The comparison of availability with actual representation (incumbency) is then reviewed for statistical significance. UNI establishes placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, the following principles are applied:

- 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 job group, UNI establishes a placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, UNI makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status on the basis of that individual's age, color, creed, disability, ethnicity, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or veteran or military status.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require UNI to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

Taking into account both external and internal availability, the availability analyses by job group are reflected in the charts below. The first chart shows minority employment and availability, followed by female employment and availability in the second chart.



The availability analysis is reflected in the goals established for the 2024-25 hiring year as shown in the following table. The Executive/Administrative/Managerial employment group indicated as statistically significant shortage of minority employees while the Faculty Tenure/Tenure Track group indicated a statistically significant shortage of female employees. Other groups displaying goals indicated shortages that were statically insignificant.

Employment Group	2024-25 Goals	
	Minority	Female
Executive/Administrative/Managerial	12	3
Faculty (Tenured & Tenure Track)	5	18
Faculty (Term)	2	0
Professional/Scientific	12	0*
Secretarial/Clerical	0*	0*
Technical/Paraprofessional	0*	3
Skilled Craft	0*	0*
Service/Maintenance	0*	0*

\*The fact that a numerical goal is not indicated is not to be interpreted as UNI being relieved of any commitment toward furthering our goal of a diverse workforce.

## **VI. EFFORTS REGARDING INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS.**

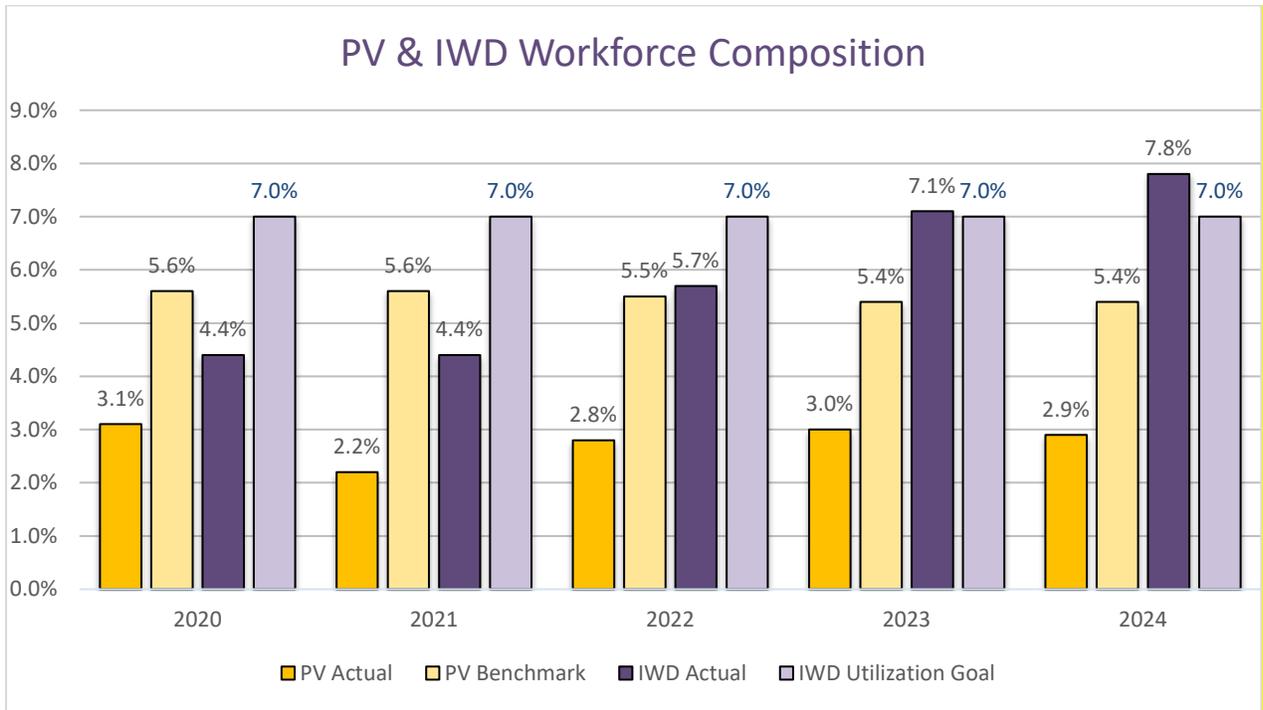
In an effort to fulfill the requirements set by the Final Rules published by the Office of Federal Contract Compliance (OFCCP) regarding Section 503 of the Rehabilitation Act and Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), UNI takes the following actions:

- All temporary and non-temporary vacancies are listed with Iowa Workforce Development;
- An EEO tagline is used in all recruitment advertisements to indicate that all qualified applicants will receive consideration for employment including individuals with disabilities (IWD) and protected veterans (PV);
- A modified search process is used for temporary and adjunct positions;
- Applicants and new employees are invited to self-identify as individuals with disabilities and/or protected veterans, and a survey of current employees is conducted regularly to collect baseline information on disability and protected veteran status;
- Multiple advertising sources that target individuals with disabilities and protected veterans are required for all searches;
- A 7.0% utilization goal for individuals with disabilities was used to provide accountability for the outreach efforts during the 2023-24 AAP year; and
- A 5.4% benchmark was used to measure the hiring of protected veterans during the 2023-2024 AAP year.

Employees involved in the search process are required to participate in training offered by Human Resource Services. Regulations require UNI to analyze the applicant and outreach data collected throughout the Plan year. Data collection and analysis is done to measure the effectiveness of the advertising sources targeted at individuals with disabilities and protected veterans over the course of the past year. Results indicate the previous year advertising and outreach efforts resulted in meeting the 7% utilization goal for individuals with disabilities, but did not yield a desirable number of protected veterans to meet the 5.4% benchmark.

- As of September 30, 2024, 7.8% of UNI's workforce identified as individuals with disabilities as compared to the 7.0% utilization goal established by the OFCCP.
- In addition, 2.9% of UNI's workforce identified as protected veterans as compared to the 5.4% benchmark established by the OFCCP.

The chart below documents the percentages of employees identifying as Protected Veterans and as Individual with Disabilities over the last five years. Regular evaluation of outreach efforts will continue and adjustments will be made as new opportunities are discovered.



# **IOWA**

## **REPORT TO THE IOWA BOARD OF REGENTS**

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**Minority and Women Educators  
Enhancement Program  
Annual Report  
2023 – 2024**

Submitted by

Liz Tovar, PhD

Executive Officer for Access, Opportunity, and Diversity and Associate Vice President

Office of the Executive Vice President and Provost  
University of Iowa

# Minority and Women Educators Enhancement Program

## The University of Iowa 2023-2024

### Introduction

Iowa Code § 262.82 requires the Board of Regents to establish a program to recruit women and minority educators to faculty positions at the Regent universities and to file an annual report of these activities. In addition, various regulatory, accreditation, grant, and contract requirements incumbent upon the university, including UI Health Care, address student support, accessibility, and resources. This report describes several of the programs and initiatives during academic year 2023-2024 at the University of Iowa that support compliance with these requirements.

Many of the programs listed below are open to everyone at the university and impact our overall recruitment efforts to find the best individuals to teach, research, and serve our university and the State of Iowa.

The *2022 -2027 University of Iowa Strategic Plan* establishes five priorities for the university: student, faculty, and staff success; transformational research and discovery; welcoming and respectful environment; holistic well-being; and public engagement and impact embedded throughout these areas. Goals include excellence in teaching and learning to empower all students to achieve their aspirations, innovative research and creative discovery, a welcoming and respectful environment that embeds core leadership skills into the Iowa experience, holistic well-being and success that provides a comprehensive foundation of support beginning by attracting and retaining talented students, faculty, and staff who will contribute to a thriving university community, and transformative societal impact on local and regional communities, the state of Iowa, and the world.

The university continues to work towards its primary goals of achieving educational excellence through access, opportunity, and diversity; promoting a supportive and welcoming environment for all faculty, staff, and students; and recruiting and retaining a critical mass of faculty, staff, and students from communities underrepresented in higher education.

### Minority and Women Faculty Development

In collaboration with campus leadership and the Division of Access, Opportunity, and Diversity, the Office of the Executive Vice President and Provost continues to lead several initiatives to support the increased recruitment, retention, and advancement of underrepresented U.S. racial/ethnic minority and women faculty.

- **University of Iowa Strategic Plan.** *The 2022 – 2027 University of Iowa Strategic Plan* establishes five priorities, listed in the introduction to this report, with specific five-year, data-driven targets to measure progress.

The welcoming and respectful environment priority is intended to facilitate proactive campus cultural change to cultivate a more respectful environment that

embeds the core skills of leadership into the Iowa experience. The university is dedicated to transparency, communication, collaboration, and accountability and seeks to provide a respectful environment in which individuals have a sense of belonging and the ability to achieve their potential. The four primary focus areas of the welcoming and respectful environment goal are evaluating and improving programs and policies to enhance access, opportunity, and diversity (AOD); promoting spaces and resources to support students, faculty, and staff; using best practices and data-driven policies and procedures to retain talented students, faculty, and staff; and communicating and elevating the university's values through strategy, narratives, content, and promotion.

- **Path to Distinction: Best Practices Guidance for Faculty Search Committees** is provided by the University of Iowa Office of the Executive Vice President and Provost and has been adapted from numerous faculty search publications. It is intended to serve as a referenced resource for faculty search committees to discuss faculty recruitment strategies in advance of and during a search. It is designed to provide best-practice strategies that support the university's commitment to enhancing excellence by attracting faculty who will excel at research, teaching, and clinical care and who will contribute to a vibrant community of learners.
- **Public-Private Partnership (P3) High Impact Hiring Initiative (HIHI)**. Using resources obtained through the P3 process, collegiate units may request one-time, non-recurring funds through the Office of the Executive Vice President and Provost to support a wide array of needs that allow units to support and retain current faculty, as well as recruit additional faculty into strategic areas of excellence. HIHI has allowed UI to build upon areas of excellence, support high-performing current faculty, and attract additional highly talented faculty. Fiscal year 2024 funding was committed and distributed for 26 recruitments and 11 retentions.
- **Dual Academic Career Fund**. This fund provides resources to departments and colleges when the recruitment or retention of a tenured/tenure-track faculty member is contingent upon the employment of a partner/spouse. In partnership with the primary and secondary hiring departments, the Office of the Executive Vice President and Provost contributes salary/fringe for up to three years to support the hiring of qualified partners/spouses.
- **Work/Life Resources**. In partnership with University Human Resources, the Office of the Executive Vice President and Provost coordinates the Build a Career | Build a Life initiative, which includes a work/life resources website to communicate the university's commitment to work/life integration. This single website provides access to multiple campus and community resources, including work/life policies and resources, relocation and housing, dual-career employment, children and family resources, transportation, health and wellbeing, military and veteran support, adult and elder care, arts, culture and entertainment, and recreation. A companion flyer is available online and is distributed to prospective applicants via job ads and in candidate packets.
- **Higher Education Recruitment Consortium (HERC)**. In collaboration with ISU and UNI, the University of Iowa joined a regional affiliate of the nationally acclaimed Higher Education Recruitment Consortium (HERC), which launched in September 2016. HERC is a non-profit consortium of over 500 colleges, universities, hospitals, research labs, government agencies, and related non- and

for-profit organizations committed to hiring the most talented faculty, staff, and executives. HERC offers one of the region's largest job boards, designed to attract highly trained applicants from broadly diverse backgrounds and featuring an innovative dual-career search capability. HERC members have access to a database of registered job seekers, most of whom have graduate degrees and about one-third of whom identify as racial/ethnic minorities. Additional benefits include discounts with human resources and advertising vendors and access to nationally endorsed professional development webinars.

The University of Iowa is the lead institution in the Central Midwest HERC, responsible for recruiting new member institutions, developing a robust regional network, convening a member-driven advisory board, and hosting a regional annual conference for higher education institutions and community partners to share best practices. To date, over 20 higher education and community employers belong to the regional affiliate and three formal partnerships have been formed with institutions and organizations that support diversity in the workplace.

## Student Support

Several University of Iowa programs aim to increase the representation of minority and women students and to develop professional pipelines (including academia, government, industry, and health care) through graduate student recruitment and support.

- **Summer Research Opportunities Program.** The Graduate College's Summer Research Opportunities Program (SROP) is an award-winning eight-week immersion program designed to provide undergraduate students with in-depth research experiences. SROP is a gateway to graduate education in a Big Ten Academic Alliance Initiative at the University of Iowa. Students receive first-hand exposure to the graduate school experience at the University of Iowa and scholarly research by being paired with a faculty mentor whose work is closely related to their academic interests and career goals. Students showcase their work at the UI Summer Undergraduate Research Conference, which is a culmination of their summer undergraduate research experiences.
- **Big Ten Academic Alliance.** The BTAA Academic Leadership Program (BTAA-ALP) develops the leadership and managerial skills of faculty who have demonstrated exceptional ability and administrative promise and is designed to facilitate the advancement of talented faculty who are interested in pursuing higher education leadership positions. ALP was created to specifically orient select talented faculty to the challenges of academic administration at major research universities. Since 1990, the University of Iowa has had 121 faculty complete the program.

The BTAA Department Executive Officers Program (DEO) aims to develop the leadership and managerial skills of DEOs who are relatively new in their position. Topics range from conflict resolution and mentoring to faculty development, performance reviews, and group problem-solving.

The BTAA Deans Leadership Program (DLP) focuses on critical issues that occur in the initial months and years of the dean's role. This program provides a unique

opportunity to learn from and with colleagues who are at a similar stage in their leadership journey.

The BTAA Mellon Academic Leadership Fellows program is a collaborative initiative aimed to increase the number and enhance the leadership skills of humanities faculty in higher education.

The University of Iowa has participated in all four of these programs and has found them invaluable opportunities for developing leadership skills for our talented faculty.

**Annual Report on  
Minority and Women Educators Enhancement Program**

**Iowa State University  
January 2025**

Iowa State University strives to support key programs that broaden our hiring, mentoring, advancement and leadership development efforts to include underrepresented and women educators. The following list details a representative group of these programs and efforts. This list of key institutional-level programming is not all inclusive. Many academic colleges, departments/schools, and vice-presidential units have developed local programming to support underrepresented and women educators.

**1. Emerging Leaders Academy.** The Office of the Senior Vice President and Provost (SVPP) continues to support the Emerging Leaders Academy, a leadership development program in place since January 2009. The program aims to develop depth of leadership skills among faculty and staff, as well as to broaden the potential pool of leadership candidates at Iowa State University. Presently, over 430 faculty and staff have been trained in leadership, teamwork, communication, fiscal responsibility, management, problem solving, and public accountability.

**2. ISU ADVANCE.** The ISU ADVANCE program is a prominent vehicle to recruit, retain, and advance an excellent faculty. Initially funded through a National Science Foundation (NSF) Institutional Transformation grant, this program has transformed structures to enrich Iowa State University faculty careers. The ISU ADVANCE faculty team works with university administrators, faculty, and staff to cultivate policies, practices, and cultures to achieve a vibrant faculty across the university community.

**3. COACHE Faculty Satisfaction Survey.** The Collaborative on Academic Careers in Higher Education (COACHE), based at the Harvard Graduate School of Education, is a consortium of over 250 colleges and universities committed to making the academic workplace more attractive and equitable for all faculty. The core component of COACHE is a faculty satisfaction survey specially designed to provide information about faculty experience at their institution. Iowa State University participates in the COACHE Faculty Satisfaction Survey every three to four years since 2005. The survey results are used to assess needs and implement best practices regarding hiring, promotion, retention, governance, and campus climate. The COACHE reports provide Iowa State leaders with a powerful tool to increase the quality of work-life balance for our faculty; advance a reputation as a great place for faculty to work; and generate ideas and initiatives from faculty that enrich and expand faculty satisfaction.

**4. Dual Career Support.** The SVPP Office supports the recruitment and retention of excellent faculty by specifically funding requests from colleges and departments for

partner opportunity hires to support dual career couples and strategic faculty hiring and retention.

**5. Faculty Mentoring.** The primary goal of the institutional mentoring program is to cultivate a university community in which all faculty can flourish. There are five components of the institutional mentoring program—(1) a required program for first-year, tenure-eligible faculty, (2) an optional program for early-career and mid-career faculty, (3) stated faculty mentor roles, responsibilities, and expectations, (4) a network of College Peer Mentors who collaborate to led college-level programming and activities, and (5) formal recognition of Exemplary Faculty Mentors. In addition, Iowa State University makes available a virtual-mentoring platform open to all faculty, instructional staff, postdocs, and graduate students.

**6. Term Faculty Learning Community:** The Term Faculty Learning Community (TFLC) is a year-long program sponsored by the Office of the Senior Vice President and Provost and led by experienced Teaching Professors. Term faculty comprise one-third of Iowa State University's talented professoriate. Data shows that our term faculty represent a great range of lived experiences than the tenure-track/tenured faculty population. The TFLC is responsive to the career needs of this faculty group by affording early-career term faculty an opportunity to cultivate leadership skills, build connections, and pursue their professional goals.

November, 2024

TO: Board of Regents, State of Iowa

FROM: University of Northern Iowa

RE: Minority and Women Educators Enhancement Program/Faculty Professional Development

This past year, the allocation for the Minority and Women Educators Enhancement Program has again been utilized to supplement a minority faculty line in the Department of Political Science. Each semester the faculty member teaches general education courses (typically Global Political Problems, a topical course that meets the Human Condition: Global category) and political science classes in the area of international relations or comparative politics. His research focuses on civil-military relations on the African continent, and in particular on regional cooperation to combat terrorism in West Africa. He has served as a consultant for DAI's (Development Alternatives, Inc.) Trans-Saharan Security Symposium, a multiyear U.S. Department of Defense training series supported by the U.S. Agency for International Development and U.S. Department of State's joint effort to build civil-military capacity and enhance regional security and cooperation. He has also served as a senior consultant to the Independent Electoral Commission of Nigeria and as a digital photographic consultant to the National Emergency Management Agency of Nigeria.

During the 2023-2024 academic year the University of Northern Iowa focused on faculty professional development sessions to prioritize efforts aligned with UNI's strategic plan and examine recruitment processes affecting minorities and women. Through the search committee training sessions, more than 74 faculty members participated in developmental sessions to prepare for their departmental national searches. The presentation and discussions appeared to be helpful for faculty members to gain an understanding of how to attract, without biases, the best finalists for available positions at the university. UNI continues to encourage search committees to attract a diverse pool of applicants and hire top candidates who are qualified for positions.