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Christine Hensley, Des Moines
Steve Lacy, Des Moines
JC Risewick, Johnston
Greta Rouse, Emmetsburg

Mark J. Braun, EDD, Executive Director

January 20, 2026

Mr. Charlie Smithson
Secretary of the Senate
State Capitol Building
Des Moines, IA 50319

Ms. Meghan Nelson
Chief Clerk of the House
State Capitol Building
Des Moines, IA 50319

Tim McDermott, Director
Legislative Services Agency
State Capitol Building
Des Moines, IA 50319

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 2025 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: Iowa Code § 19B.4 requires that the Board and its institutions prepare annually an affirmative action plan, which contains a clear and unambiguous written program containing goals and time specifications related to personnel administration. Iowa Code § 19B.5 requires the Board and its institutions to 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. The affirmative action report summarizes activities of the Regent institutions during the past year to provide equal employment opportunities for administrators, faculty and staff.

Iowa Code § 262.82 requires the Board to establish a program to recruit women and minority educators to faculty positions at the Regent institutions and to file an annual report of these activities.

Affirmative Action – Funding Sources and Itemized Costs

AFFIRMATIVE ACTION REVENUES AND EXPENDITURES - FY 2025¹				
	SUI Office of Civil Rights Compliance	ISU Office of Equal Opportunity	UNI Office of Civil Rights Compliance	Total
REVENUES				
State Appropriations				
General Fund	\$300,674	\$117,994	\$16,463	\$435,131
Other				0
State Appropriations - Subtotal	\$300,674	\$117,994	\$16,463	\$435,131
Other Revenues				
Federal Support				0
Interest				0
Tuition and Fees				0
Reimbursed Indirect Costs				0
Sales and Services				0
Other Income				0
Other Revenues - Subtotal	\$0	\$0	\$0	\$0
Total Revenues	\$300,674	\$117,994	\$16,463	\$435,131
EXPENDITURES				
Salaries				
Faculty and Institutional Officers Salaries				\$0
Professional and Scientific Staff Salaries	\$288,501	\$109,014	\$11,384	408,899
General Service Staff Salaries				0
Hourly Wages				0
Labor in Transfers				0
Vacancy Factor				0
Salaries - Subtotal	\$288,501	\$109,014	\$11,384	\$408,899
Other				
Professional and Scientific Staff Supplies	\$12,173	\$8,980	\$5,079	\$26,232
Library Acquisitions				0
Rentals				0
Utilities				0
Building Repairs				0
Auditor of State Reimbursement				0
Aid to Individuals				0
Other - Subtotal	\$12,173	\$8,980	\$5,079	\$26,232
Total Expenditures	\$300,674	\$117,994	\$16,463	\$435,131

*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), the Office of Equal Opportunity (ISU) and the Office of Civil Rights and Compliance (UNI).

AFFIRMATIVE ACTION PLAN FOR RACE AND GENDER

Iowa State University

Ames, IA

January Plan Date: January 1, 2026 through December 31, 2026

Based on data from 11/01/2024 - 10/31/2025

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Preface

Iowa State University, (also referred to as the University), is committed to the concept and practice of equal opportunity and affirmative action. In preparing this Affirmative Action Plan (AAP), the data contained should never be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws, or to sanction the discriminatory treatment of any person.

While the University firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a proprietary document of the University. Moreover, the data on which the University has relied in preparing this AAP are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports, and is available for review only as required by law.

If this AAP or any supporting data or documentation are submitted to the Equal Employment Opportunity Commission pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), the Equal Employment Opportunity Commission, any local or state fair employment practice agency, or any other federal, state or local government agency, those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Mary Howell Sirna. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.

No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the University.

This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all University employees have with the University. Nothing in this AAP creates a private right of action on behalf of any individual or group against the University.

Equal Employment Opportunity and Affirmative Action Statement of Policy

Iowa State University strives to create an environment where all people are treated with dignity and respect, ensuring an equal opportunity to learn and work, without fear of discrimination or harassment.

The purpose of the university's non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies are to ensure a learning, living, and working environment free from unlawful discrimination and harassment for all members of the university community. These policies also provide for the prompt and equitable resolution of reports of discrimination, harassment, complicity, and retaliation.

Iowa State University does not tolerate discrimination on the basis of age, color, creed, disability, genetic information, national origin, pregnancy, race, religion, sex, sexual orientation, and protected U.S. veteran status in its programs, activities, or employment.

The university herein recommits itself to comply with all federal and state laws, regulations, and orders, including policies from the Board of Regents which pertain to non-discrimination, anti-harassment, equal opportunity, and anti-retaliation.

If you have any questions or concerns regarding our non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies, please feel free to reach out to me, Mary Howell Sirna, Director of the Office of Equal Opportunity and Title IX Coordinator for Iowa State University. The Office of Equal Opportunity is located at 2680 Beardshear Hall, Iowa State University, Ames, Iowa 50011-2024. You can also contact us at 515-294-7612 or eooffice@iastate.edu for more information on ISU's full Non-Discrimination and Anti-Harassment policy. Additional details are available at <https://www.eoc.iastate.edu>.



Wendy Wintersteen

President

January 1, 2026

Sex Discrimination Policy

Pursuant to Iowa State University's equal employment opportunity and affirmative action policy, the University does not tolerate sexual harassment, sexual assault, dating violence, domestic violence, or stalking in its education programs or activities. In this policy, these unacceptable behaviors are collectively referred to as "Prohibited Sexual Harassment" and are specifically defined within the policy and guidance. An individual alleged to have engaged in Prohibited Sexual Harassment is presumed not responsible for the alleged conduct until a determination regarding responsibility is made at the conclusion of the applicable adjudication process. Individuals who alone, or in concert with others, are found responsible for engaging in Prohibited Sexual Harassment will be subject to disciplinary action by the university, up to and including expulsion or termination, notwithstanding any action that may or may not be taken by civil or law enforcement authorities. The university may also implement reasonable and appropriate supportive measures or other interim measures prior to the conclusion of an investigation/hearing following an individualized assessment of the matter.

ISU strongly urges students, faculty, staff, and visitors to promptly report all incidents of Prohibited Sexual Harassment to the university's Title IX Coordinator. Responsible Employees of the university are responsible for promptly reporting incidents of Prohibited Sexual Harassment to the university's Title IX coordinator. ISU will respond in a reasonable manner to all reports of Prohibited Sexual Harassment. As described in this Policy, in appropriate cases, ISU will conduct a prompt, fair, and impartial investigation and hearing of complaints and, where appropriate, issue interim and/or final remedial measures. The standard of evidence that will be used in investigating and adjudicating complaints made under this Policy is the "preponderance of the evidence" standard. This standard is met if the reported conduct is deemed more likely to have occurred than not at the conclusion of the adjudication process.

The university will make this Policy and related educational opportunities readily available to all students and other members of the university community. Specifically, the university provides initial and appropriate follow-up training to all students and employees regarding Prohibited Sexual Harassment and this Policy. Special training is also provided to the Title IX Coordinator, investigators, decision-makers, and other administrators who facilitate this Policy. In addition, members of the campus community may contact the Title IX Coordinator with questions regarding this Policy or to request more information. By engaging as active and responsible community members, all members of the university community contribute to a respectful, safe, and welcoming environment.

Religious and National Origin Discrimination Policy

Pursuant to Iowa State University's equal employment opportunity and affirmative action policy, the University respects the religious beliefs, practices, or observances of all employees and will reasonably accommodate an employee or applicant's religious beliefs, practices, or observances, unless doing so would cause a burden that is substantial in the overall context of the university's business considering all relevant factors.

It is the policy of Iowa State University to reasonably accommodate the sincerely held religious beliefs, practices or observances of individuals who are current employees of ISU or applicants for employment at ISU.

Responsibility for Implementation

Iowa State University is one of three institutions governed by the **Iowa Board of Regents**. The Board of Regents consists of nine members appointed by the governor with the approval of the senate. The board reviews the affirmative action plan annually.

The **University President** is the principal administrative officer of the university and is directly responsible to the Board of Regents for the operation of the university. The president has overall responsibility for the equal opportunity and affirmative action policies.

The **Director of Equal Opportunity** (Mary Howell Sirna) provides institutional leadership for matters related to EEO, Affirmative Action compliance and the efforts associated. She oversees the Office of Equal Opportunity (OEO) and reports directly to the President. The responsibilities of this office include but are not limited to the following:

- Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
- Analyzing and identifying AAP/EEO metrics;
- Assisting management in arriving at effective solutions to AAP/EEO areas;
- Designing and implementing a review and reporting system that:
 1. Measures the effectiveness of the Affirmative Action Program;
 2. Determines the degree to which AAP objectives are met; and
 3. Identifies the need for remedial action.
- Keeping university's management informed of equal opportunity progress and reporting potential problem areas within the university through reports;
- Reviewing the university's AAP for qualified candidates of all races and genders to ensure that the policy is understood and is followed in all personnel activities;
- Auditing the contents of the university's bulletin board to ensure compliance information is posted and up-to-date; and
- Serving as liaison, in collaboration with the Office of General Counsel, between Iowa State University and enforcement agencies.

Departmental responsibilities for our Administrators, Managers and University Human Resources Staff are defined as follows:

- Reviewing the qualifications of all applicants and employees to ensure non-discrimination in merit-based hiring;
- Reviewing the job performance of each employee to assess whether personnel actions

Organizational Profile

As one of the diagnostic components of Iowa State University's AAP, the University has completed a profile of the workforce at the Iowa State University establishment. The organizational profile is an overview of the staffing patterns at this establishment and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race.

Job Group Analysis

As the second diagnostic component of the AAP, Iowa State University has prepared a job group analysis. The job group analysis is the first step in comparing the workforce covered by this AAP with the estimate of the available qualified applicants who could be employed by the University in positions covered by this AAP.

In designing job groups, jobs have been placed in job groups based upon the general criteria of relatively similar content, similar opportunities, and similar rates of pay. Similarity of content refers to the relative duties and responsibilities of the job titles which make up the job group. Similarity of opportunities refers to training, transfers, promotions, pay mobility and other career enhancement opportunities offered by the jobs within the job group.

The job groups in this AAP were developed to serve as a basis for a statistical analysis comparing current workforce utilization to weighted internal and external availability. Accordingly, job content (reflected in census data matches) and opportunity for advancement (important for determining feeder jobs) have been relied upon more than pay rates in grouping jobs. Moreover, where possible, and, consistent with other factors, job groups were devised which are of a sufficient size to conduct a meaningful utilization analysis. Necessary differences exist in the statistical analysis for utilization and the statistical analysis which would be appropriate for compensation. Therefore, the University does not suggest or agree its job groups contain jobs whose incumbents are sufficiently similarly situated (considering a variety of factors including tasks performed, effort, level of responsibility, working conditions, work location, job difficulty, minimum qualifications, performance and other objective factors) to be included in the same group for purposes of statistical analysis of rates of pay or compensation.

The Job Group Analysis report identifies the job groups created for this AAP, the job titles that comprise each job group, and the percentage of incumbents in each job group.

Availability Analysis

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the University's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and individuals within the establishment who are promotable, transferable, and/or trainable (internal availability). In determining availability, the University has selected a reasonable recruitment area and the pool of promotable, transferable, and trainable employees in such a way as not to exclude any demographic. Moreover, when determining external availability, the University has used the most current and discrete statistical information available. For this availability analysis, the University has used the EEO 2014-2018 ACS Tabulation Data. Finally, where a job group is composed of different job titles that carry different availability rates, the University calculated a composite availability figure. The University arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

Areas of Improvement

Iowa State University has conducted analyses of its total employment process, including evaluating the workforce by organizational unit and job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

Composition of the Workforce by Organizational Unit

The University has analyzed its workforce to determine if any demographic is significantly underrepresented or concentrated in any organizational unit.

Composition of the Workforce by Job Group

The University has conducted an availability analysis by job group, considering both external and internal availability, and has compared incumbency to estimated availability.

Review of Personnel Activity

The University has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Applicant Flow

The University accepted applications for open positions, and persons interested in obtaining employment with the University were advised to apply according to the University's current policy. The University periodically reviews recruitment and selection actions to ensure there are no barriers to equal employment opportunity.

Hires

The University periodically reviews recruitment, selection and hiring actions to ensure there are no barriers to equal employment opportunity and no significant differences in selection rates by gender or race/ethnicity. Job descriptions are reviewed to make sure duties are accurately described and the experience and education requirements are job related. Job descriptions will continue to be written without regard to sex, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Application forms are reviewed to ensure all requested information is job related, and the forms comply with all applicable laws. Where applicable, tests will be reviewed and administered in a non-discriminatory manner.

University representatives who are involved in the selection process will be briefed on the University's obligations. Hiring decisions are to be based on the applicant's experience, skills, abilities, education, and any other job-related criteria.

Promotions

The University provides employees the opportunity to be promoted. The University periodically reviews promotional actions to ensure there are no barriers to equal employment opportunity and no significant differences in selection rates by gender or race/ethnicity.

The University provides reasonable opportunity for employees to advance by offering training and other developmental opportunities. Most promotional opportunities are posted, providing interested employees with an opportunity to apply.

Terminations

The University periodically evaluates its termination practices to ensure there are no barriers to equal employment opportunity and no significant differences in selection rates by gender or race/ethnicity. When terminations or reductions in force are necessary, the University makes its decisions without regard to sex, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Review of Compensation Systems

As part of its affirmative action obligations, the University has reviewed its compensation systems to determine whether those systems are being administered without regard to an individual's sex, race, ethnicity, or other characteristic protected by law. If the University discovers significant compensation system differences between individuals who are similarly situated, it will determine whether they are the result of legitimate, nondiscriminatory factors.

Development and Implementation of Action-Oriented Programs

Iowa State University has developed and executed action-oriented programs designed to remove identified barriers and expand employment opportunities. The University engages in or has made plans to implement the activities outlined in this AAP, as appropriate.

The University's commitment to equal employment opportunity is publicized and employees are encouraged to participate in the University's Affirmative Action Program through activities such as the following.

- The University will make the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- The University's Equal Employment Opportunity and Affirmative Action Statement of Policy will be made available to applicants and employees.
- The University will hold meetings with administrative personnel to explain the University's policy of affirmative action and to make clear the President's support for the policy.
- Advertisements or solicitations for prospective employees will indicate the University is an equal opportunity employer.
- The University will encourage qualified applicants to apply for available job openings
- The University will send available job opportunities to the State Employment Services Delivery System.
- The University will identify local organizations and/or community agencies specializing in placing and/or developing training programs for protected individuals and send them notices of vacant positions. These programs include Home Base Iowa, Iowa Workforce Development and the River Valley Veterans Network.

The University will implement procedures to ensure all employees are given equal opportunities for promotion, such as the following:

- The University will continue to make opportunities for advancement widely known through its career development process and by encouraging all employees performing well to take advantage of these opportunities. Internal job opportunities may be posted so employees may apply to positions of interest.
- The following internal training programs will be offered to eligible employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law: Employees receive training necessary for their role.
- The University may offer employees the opportunity to participate in external training programs such as the following: External vendor training available for employees as needed for their role.

Internal Audit and Reporting System

It is the responsibility of the University's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Affirmative Action Policy, and to measure the effectiveness of Iowa State University's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether individuals have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational, and social activities
- Measure the University's compliance with the AAP's specific obligations
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

To measure the effectiveness of the AAP, the University may take the following actions:

- Audit the University's voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluate whether changes could be made to University's self-identification process to encourage greater voluntary self-identification
- Monitor records of applicant flow, referrals, placements, training, transfers, promotions, terminations, and compensation decisions to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Report on the organization's progress towards equal employment opportunity and any identified problem areas so appropriate steps can be taken to resolve any issues
- Examine available utilization data and develop action-oriented programs to address any areas of opportunity
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the University's recruitment and outreach activities
- Use a schedule to regularly assess any mental and physical qualifications to ensure they are job-related and consistent with business necessity
- Regularly assess the University's personnel processes to ensure all individuals have equal opportunity in employment
- Audit communications with vendors and subcontractors to ensure such communications reflect the University's commitment to equal employment opportunity and affirmative action

- Audit communications with applicants and employees to ensure such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audit job listings to ensure the postings reflect the University's commitment to equal employment opportunity and affirmative action, and such postings are timely listed with the appropriate state employment delivery system
- Audit personnel policies to ensure such policies reflect the University's commitment to equal employment opportunity and affirmative action

Where the Affirmative Action Program is found to be deficient, the University shall endeavor to undertake necessary action to improve the Program.

AFFIRMATIVE ACTION PLAN
FOR
INDIVIDUALS WITH DISABILITIES

Iowa State University

Ames, IA

Plan Date: January 1, 2026 through December 31, 2026

Based on data from 11/01/2024 - 10/31/2025

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Preface

Iowa State University, (also referred to as the University), is committed to the concept and practice of equal opportunity and non-discrimination. In preparing this Affirmative Action Plan (AAP), we have been guided by Section 503 of the Rehabilitation Act of 1973 (as amended) (29 U.S.C. § 793). Nothing contained in this Affirmative Action Program or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws. While the University firmly believes in dissemination of its non-discrimination policies and equal employment opportunity practices and makes the non-data components of this Affirmative Action Program available for review to employees and applicants upon request, the Affirmative Action Program remains a proprietary document of the University. Moreover, the data on which the University has relied in preparing this Affirmative Action Program are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Reports that require specific data, such as names of employees and salary information, are not an official part of this Affirmative Action Program. This information is on file at the University as Documentation and Supporting Data for Affirmative Action Program Reports and is available for review only as required by law.

If this Affirmative Action Program or any supporting data or documentation are submitted to any regulating agency pursuant to the Rehabilitation Act, and/or any implementing regulations (as any or all have been or may be amended), the Equal Employment Opportunity Commission, any local or state fair employment practice agency, or any other federal, state or local government agency, those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Farrah Harvey. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.

No information contained in the Affirmative Action Program or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the University.

This Affirmative Action Program does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all University employees have with the University. Nothing in this Affirmative Action Program creates a private right of action on behalf of any individual or group against the University.

Equal Employment Opportunity and Non-Discrimination Statement of Policy

Iowa State University strives to create an environment where all people are treated with dignity and respect, ensuring an equal opportunity to learn and work, without fear of discrimination or harassment.

The purpose of the university's non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies are to ensure a learning, living, and working environment free from unlawful discrimination and harassment for all members of the university community. These policies also provide for the prompt and equitable resolution of reports of discrimination, harassment, complicity, and retaliation.

Iowa State University does not tolerate discrimination on the basis of age, color, creed, disability, genetic information, national origin, pregnancy, race, religion, sex, sexual orientation, and protected U.S. veteran status in its programs, activities, or employment.

The university herein recommits itself to comply with all federal and state laws, regulations, and orders, including policies from the Board of Regents which pertain to non-discrimination, anti-harassment, equal opportunity, and anti-retaliation.

If you have any questions or concerns regarding our non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies, please feel free to reach out to me, Mary Howell Sirna, Director of the Office of Equal Opportunity and Title IX Coordinator for Iowa State University. The Office of Equal Opportunity is located at 2680 Beardshear Hall, Iowa State University, Ames, Iowa 50011-2024. You can also contact us at 515-294-7612 or eooffice@iastate.edu for more information on ISU's full Non-Discrimination and Anti-Harassment policy. Additional details are available at <https://www.eoc.iastate.edu>.

Wendy Wintersteen

President

January 1, 2026

Definitions

"DISABILITY" means, generally, (i) a physical or mental impairment that substantially limits one or more of an individual's major life activities, (ii) a record of such impairment, or (iii) being regarded as having such impairment.

For the purposes of this Program, a disability is substantially limiting if it substantially impairs the ability of an individual to perform a major life activity as compared to most people in the general population. An impairment need not prevent, or significantly or severely restrict the individual from performing a major life activity to be considered substantially limiting.

For the purposes of this Program, major life activities include but are not limited to the operation of a major bodily function, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working.

"A QUALIFIED INDIVIDUAL" means an individual who satisfies the requisite skill, experience, education, and other job-related requirements for the particular position he/she holds or desires and who is capable of performing the essential functions of that position, with or without reasonable accommodation.

Responsibility for Implementation

Iowa State University is one of three institutions governed by the **Iowa Board of Regents**. The Board of Regents consists of nine members appointed by the governor with the approval of the senate. The board reviews the affirmative action plan annually.

The **University President** is the principal administrative officer of the university and is directly responsible to the Board of Regents for the operation of the university. The president has overall responsibility for the equal opportunity and affirmative action policies.

The **Director of Equal Opportunity** (Mary Howell Sirna) provides institutional leadership for matters related to EEO, Affirmative Action compliance and the efforts associated. She oversees the Office of Equal Opportunity (OEO) and reports directly to the President. The responsibilities of this office include but are not limited to the following:

- Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
- Analyzing and identifying AAP/EEO metrics;
- Assisting management in arriving at effective solutions to AAP/EEO areas;
- Designing and implementing a review and reporting system that:
 1. Measures the effectiveness of the Affirmative Action Program;
 2. Determines the degree to which AAP objectives are met; and
 3. Identifies the need for remedial action.
- Keeping university's management informed of equal opportunity progress and reporting potential problem areas within the university through reports;
- Reviewing the university's AAP for qualified candidates of all races and genders to ensure that the policy is understood and is followed in all personnel activities;
- Auditing the contents of the university's bulletin board to ensure compliance information is posted and up-to-date; and
- Serving as liaison, in collaboration with the Office of General Counsel, between Iowa State University and enforcement agencies.

Departmental responsibilities for our Administrators, Managers and University Human Resources Staff are defined as follows:

- Reviewing the qualifications of all applicants and employees to ensure non-discrimination in merit-based hiring;
- Reviewing the job performance of each employee to assess whether personnel actions

Request for Self-Identification

In order to notify applicants and employees of the existence of and the opportunity to participate in this AAP and to provide sufficient data to allow Iowa State University to measure and improve, if necessary, the effectiveness of the University's non-discrimination efforts, the University invites applicants and employees to voluntarily self-identify as a person with a disability as follows:

- When an applicant applies or is considered for employment, the University provides the applicant with an opportunity to voluntarily self-identify disability status.
- Following an offer of employment but before an individual begins working, the University provides an additional opportunity to voluntarily self-identify disability status.
- Recognizing an individual's status regarding disability may change over time and/or an employee may feel more comfortable disclosing an existing disability after being employed for a period of time, the University also offers employees an opportunity to voluntarily self-identify their disability status at any time through their self-service employee portal. In addition, at least once every five years between workplace surveys, the University sends employees a written reminder they may voluntarily update their disability status.
- The University invites applicants and employees to voluntarily self-identify as an individual with a disability using the language and form approved by the government for such purposes. The University keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Processes

Iowa State University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants with known disabilities for jobs filled either by hiring or promotion and for educational or training opportunities.

Vacancies are advertised, and applications are accepted from any interested person. The University's employment materials, including items such as its employment application, the careers section of its website, and job advertisements, will include a non-discrimination statement to further inform applicants of the University's policy of equal employment opportunity. In addition, to ensure qualified individuals with disabilities are aware of job openings, the University will send vacancy announcements to the employment sources listed in this AAP.

The disability of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in employment decisions. The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out individuals with disabilities for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University reviews its personnel processes to ensure individuals with disabilities are not stereotyped in a manner that limits their access to jobs for which they are qualified. The University also ensures applicants and employees with disabilities who meet job qualifications have equal access to its personnel processes, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure applicants and employees with disabilities receive equal opportunity in the operation of personnel processes.

Personnel processes are reviewed as opportunities to progress arise.

Review of Physical and Mental Job Requirements

Iowa State University reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified individuals with disabilities for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of a position.

The University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with applicable law. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separated medical files and treated as a confidential medical record.

To the extent any physical or mental job qualification measurements are found to potentially screen out qualified individuals with disabilities in the selection of employees or applicants for employment or in other changes in employment status, such as promotion or training, the University will ensure the requirements are related to the specific job for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

Physical and mental job requirements reviewed before posting and on an annual basis during performance reviews. A review can be requested at any time.

Reasonable Accommodations

Iowa State University has made and will continue to make reasonable accommodation to the known physical and mental limitations of otherwise qualified employees and job applicants unless such accommodation would impose an undue hardship.

If an individual has a disability, the University encourages the individual to request reasonable accommodation to enable the individual to perform a job safely. Such accommodations may include special equipment, changes in the physical layout of the job, modification of job duties, or other reasonable accommodations. The University will inform employees and applicants of the process for requesting reasonable accommodation.

Where an employee with a known disability is having significant difficulty performing job duties and the University reasonably concludes that the performance issues may be related to a known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates that a disability is impacting performance, the University will engage in confidential discussions with the employee about the performance problem and the need for reasonable accommodation.

Compensation

In offering employment or promotions, Iowa State University does not reduce the amount of compensation offered to individuals with disabilities because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the University does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

Harassment

Iowa State University has developed and implemented policies and procedures to ensure employees who are individuals with disabilities are not harassed because of their disability status.

A copy of the University's Equal Employment Opportunity and Non-Discrimination Policy, which forbids harassment against individuals based on protected characteristics, is included in this AAP.

Training

Iowa State University trains personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's AAP are implemented.

Internal Dissemination of Policy

Iowa State University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for individuals with disabilities. The University may utilize the following procedures to enhance the internal implementation and dissemination of its Equal Employment Opportunity and Non-Discrimination Policy, as appropriate:

- The University's Equal Employment Opportunity and Non-Discrimination Policy will be made available to applicants and employees. The policy includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act of 1973, as amended.
- An invitation to participate in the University's AAP by voluntarily self-identifying as an individual with a disability will be disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties. In addition, in recognition that an individual's disability status may change and/or that employees may feel more comfortable disclosing an existing disability after a period of time in the University, the University will distribute the invitation to all current employees at least once every five years, with a reminder at least once between each five year period.
- The University will publicize the policy in University's publications.
- The University will hold meetings with administration to explain the University's policy of non-discrimination and to make clear the President's support for the policy.
- The University will inform applicants and employees of its commitment to engage in non-discrimination, including by discussing the policy in various employee and manager training sessions.
- When employees are featured in employee handbooks or similar publications, efforts will be made to include individuals with disabilities.
- University publications will include articles on accomplishments of all employees, including individuals with disabilities.

If the University has or becomes party to collective bargaining agreements, union officials will be informed the University is bound by the terms of the Rehabilitation Act of 1973, as amended, and is committed to take proactive steps to employ and advance in employment persons with disabilities, and the University will not discriminate against individuals with physical or mental disabilities. For those sites that are not subject to a collective bargaining agreement, no notification of union officials is necessary.

Outreach, Positive Recruitment and External Dissemination of Policy

Iowa State University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment qualified individuals with disabilities. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees with disabilities, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing non-discrimination efforts. The University engages in or has made plans to implement the activities outlined in this AAP, as appropriate.

The University will inform recruiting sources of Iowa State University's policy of non-discrimination for individuals with disabilities. Recruiting sources will be requested to actively recruit and refer qualified individuals with disabilities for all positions.

The University will make the Equal Employment Opportunity Clause part of all covered subcontracts and purchase orders.

The University will inform subcontractors, including subcontracting vendors and suppliers, of its Equal Employment Opportunity and Non-Discrimination Policy, and request appropriate action on their part.

The University will identify local organizations and/or community agencies known to specialize in placing and/or developing training programs for individuals with disabilities and send them notices of vacant positions. Examples of these outreach efforts may include contacting the following:

- State Vocational Rehabilitation Service agencies, mental health agencies, and/or developmental disabilities agencies near the facilities covered in this AAP
- Employment One-Stop Career Centers near the facilities covered in this AAP
- Department of Veterans Affairs offices close to the facilities covered in this AAP
- Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as those provided through the Employer Assistance and Resource Network (EARN) near the facilities covered in this AAP
- Local Employment Network (EN) organizations listed in the Ticket to Work Employment Network Directory near the facilities covered in this AAP
- Local disability groups, organizations or Centers for Independent Living near the facilities covered in this AAP
- Placement or career offices of educational institutions specializing in the placement of individuals with disabilities
- Private recruitment sources, such as professional organizations or employment placement services specializing in the placement of individuals with disabilities

Advertisements or solicitations for prospective employees will indicate the University is an equal opportunity employer.

Assessment of Outreach and Recruitment Efforts

Iowa State University evaluates available data regarding the effectiveness of its outreach and recruitment efforts on an annual basis. For areas where the University concludes the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, Iowa State University will identify and implement alternative efforts.

Criteria used to evaluate the effectiveness of outreach efforts may include:

- Results of utilization analysis for individuals with disabilities
- Available data related to applicant and hires
- Whether the activity increased the University's ability to include individuals with disabilities in its workforce
- Whether the activity attracted qualified individuals with disabilities
- Whether the activity resulted in the selection of qualified individuals with disabilities

The following lists the outreach programs Iowa State University participated in from November 01, 2024 to October 31, 2025:

- Celebrating Disability Awareness Month
- Increase digital accessibility regulations and trainings
- Sign language interpreter availability for employees
- Participated in the Disability Summit
- Partner with local outreach programs like Iowa Workforce Development

The University will continue to monitor and review outreach sources to evaluate the effectiveness of outreach and recruitment efforts.

Audit and Reporting Systems

It is the responsibility of the University's Non-Discrimination Officer to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Equal Employment Opportunity and Non-Discrimination Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of Iowa State University's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether individuals with known disabilities have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational and social activities
- Measure the University's compliance with the AAP's specific obligations
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

To measure the effectiveness of the AAP, the University may take the following actions:

- Audit the University's voluntary self-identification process to monitor the number of individuals with disabilities who choose to self-identify and evaluate whether changes could be made to the self-identification process to encourage greater voluntary self-identification by individuals with disabilities
- Monitor records of applicant flow, referrals, placements, training, transfers, promotions, terminations, and compensation decisions to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Report on the organization's progress towards equal employment opportunity and any identified areas of opportunity so appropriate steps can be taken to provide solutions
- Examine the University's utilization of individuals with disabilities and develop action-orientated programs to address any areas of underutilization
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the University's recruitment and outreach activities
- Regularly assess the University's personnel processes to ensure individuals with disabilities have equal opportunity in employment
- Use a schedule to regularly assess any mental and physical qualifications to ensure they are job-related and consistent with business necessity
- Audit communications with vendors and subcontractors to ensure such communications reflect the University's commitment to equal employment

- opportunity and non-discrimination for individuals with disabilities
- Audit communications with applicants and employees to ensure such communications reflect the University's commitment to equal employment opportunity and non-discrimination for individuals with disabilities
 - Audit job listings to ensure the postings reflect the University's commitment to equal employment opportunity and non-discrimination for individuals with disabilities
 - Audit personnel policies to ensure such policies reflect the University's commitment to equal employment opportunity and non-discrimination for individuals with disabilities

Where the AAP is found to be deficient, the University shall endeavor to undertake necessary action to improve the Program.

Data Collection Analysis

Iowa State University documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years.

Utilization Analysis

Iowa State University will compare the representation of employees with known disabilities with the utilization goal identified by the regulating agency in effect at the start of the AAP year. In conducting this analysis, the following principles apply:

- The purpose of the utilization goal established by the regulating agency is to provide a benchmark against which the University may measure the representation of individuals with disabilities in its workforce.
- The utilization goal serves as an equal employment opportunity objective that should be attainable by the non-discrimination measures included in this AAP. The utilization goal is not a quota that must be met, nor is it to be considered as a ceiling that limits or restricts the employment of individuals with disabilities.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Utilization goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, because of that individual's disability status.
- Utilization goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Utilization goals are not used to supersede merit selection principles, nor do these utilization goals require the University 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.
- A finding that the utilization goal has not been attained does not constitute a finding nor admission of discrimination.

Areas of Improvement

When the Utilization Analysis conducted in accordance with the regulations indicates the representation of individuals with known disabilities is less than the current goal identified by the regulating agency, Iowa State University will take steps to assess whether and where impediments to equal employment opportunity exist, including the following, as appropriate:

- Sources which have provided limited qualified candidates will be reviewed, and the Non-Discrimination Officer will identify actions which may increase the number of qualified applicants received.
- The Non-Discrimination Officer will review positions that require specialized skill sets or physical requirements.
- The AAP monitoring reports will be reviewed.
- The Non-Discrimination Officer will review the University's personnel processes to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to equal employment opportunities exist.

Based on this analysis, we have developed and will execute the action-oriented programs described in this AAP.

Development and Execution of Action-Oriented Programs

To demonstrate good faith efforts to expand employment opportunities for individuals with disabilities and to produce measurable results, Iowa State University developed and executed the following action-oriented programs, as appropriate:

- The University will continue to analyze all job requirements to ensure any physical or mental requirements are job related and consistent with business necessity.
- The University will carefully evaluate the total selection process to ensure it is free from discrimination.
- University employees will be trained on the University's non-discrimination and anti-harassment policies.
- The University will evaluate its techniques for improving recruitment and increasing the flow of qualified applicants with disabilities and identify alternative or additional outreach and recruitment efforts to increase recruitment of individuals with disabilities, as further described in the evaluation of the effectiveness of the University's outreach efforts.
- The University will review its programs and procedures to ensure employees with disabilities are given equal opportunities for promotion. The University will continue to make opportunities for advancement widely known through the University's internal posting process which encourages all employees, including employees with disabilities, to apply for any open position for which they are qualified with or without reasonable accommodation.
- The University will review its termination procedures to ensure they are applied consistently, and termination decisions are not made for unlawful reasons.
- The University will assess its personnel processes to ensure no barriers to employment exist. The University's review will be documented in this plan.
- The University will review the results of its non-discrimination audit and take steps to review or enhance practices that might affect the success of the AAP. The audit and reporting system will be documented in this AAP.

**AFFIRMATIVE ACTION
PLAN
FOR PROTECTED
VETERANS**

Iowa State University

Ames, IA

Plan Date: January 1, 2026 through December 31, 2026

Based on data from 11/01/2024 - 10/31/2025

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Preface

Iowa State University, (also referred to as the University), is committed to the concept and practice of equal opportunity and non-discrimination. In the preparation of this Affirmative Action Plan (AAP), we have been guided by the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002 (38 U.S.C. § 4212). In addition, the university operates under Iowa Code, Chapter 35C, veterans' preference laws. Nothing contained in this Affirmative Action Program or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws, or to sanction the discriminatory treatment of any person.

While the University firmly believes in dissemination of its non-discrimination policies and equal employment opportunity practices and makes the non-data components of this Affirmative Action Program available for review to employees and applicants upon request, the Affirmative Action Program remains a proprietary document of the University. Moreover, the data on which the University has relied in preparing this Affirmative Action Program are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Reports that require specific data, such as names of employees and salary information, are not an official part of this Affirmative Action Program. This information is on file at the University as Documentation and Supporting Data for Affirmative Action Program Reports and is available for review only as required by law.

If this Affirmative Action Program or any supporting data or documentation are submitted to any regulatory agency pursuant to the Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), the Equal Employment Opportunity Commission, any local or state fair employment practice agency, or any other federal, state or local government agency, those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to the Office of Equal Opportunity at 515-294-7612 or eooffice@iastate.edu. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.

No information contained in the Affirmative Action Program or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the University.

This Affirmative Action Program does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it

change in any way the basic at will employment relationship all University employees have with the University. Nothing in this Affirmative Action Program creates a private right of action on behalf of any individual or group against the University.

Equal Employment Opportunity and Non-Discrimination Statement of Policy

Iowa State University strives to create an environment where all people are treated with dignity and respect, ensuring an equal opportunity to learn and work, without fear of discrimination or harassment.

The purpose of the university's non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies are to ensure a learning, living, and working environment free from unlawful discrimination and harassment for all members of the university community. These policies also provide for the prompt and equitable resolution of reports of discrimination, harassment, complicity, and retaliation.

Iowa State University does not tolerate discrimination on the basis of age, color, creed, disability, genetic information, national origin, pregnancy, race, religion, sex, sexual orientation, and protected U.S. veteran status in its programs, activities, or employment.

The university herein recommits itself to comply with all federal and state laws, regulations, and orders, including policies from the Board of Regents which pertain to non-discrimination, anti-harassment, equal opportunity, and anti-retaliation.

If you have any questions or concerns regarding our non-discrimination, equal opportunity, anti-harassment, and anti-retaliation policies, please feel free to reach out to me, Mary Howell Sirna, Director of the Office of Equal Opportunity and Title IX Coordinator for Iowa State University. The Office of Equal Opportunity is located at 2680 Beardshear Hall, Iowa State University, Ames, Iowa 50011-2024. You can also contact us at 515-294-7612 or eooffice@iastate.edu for more information on ISU's full Non-Discrimination and Anti-Harassment policy. Additional details are available at <https://www.eoc.iastate.edu>.

Wendy Wintersteen

President

January 1, 2026

Definitions

"DISABLED VETERAN" is (1) A veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service connected disability.

"QUALIFIED DISABLED VETERAN" means a disabled veteran as defined above who has the ability to perform the essential functions of the employment position at issue with or without reasonable accommodation.

"RECENTLY SEPARATED VETERAN" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

"ARMED FORCES SERVICE MEDAL VETERAN" is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

"ACTIVE DUTY WARTIME OR CAMPAIGN BADGE VETERAN" means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

"PROTECTED VETERANS" means Disabled Veterans, Recently Separated Veterans, Armed Forces Service Medal Veterans, and Active Duty Wartime or Campaign Badge Veterans.

Responsibility for Implementation

Iowa State University is one of three institutions governed by the **Iowa Board of Regents**. The Board of Regents consists of nine members appointed by the governor with the approval of the senate. The board reviews the affirmative action plan annually.

The **University President** is the principal administrative officer of the university and is directly responsible to the Board of Regents for the operation of the university. The president has overall responsibility for the equal opportunity and affirmative action policies.

The **Director of Equal Opportunity** (Mary Howell Sirna) provides institutional leadership for matters related to EEO, Affirmative Action compliance and the efforts associated. She oversees the Office of Equal Opportunity (OEO) and reports directly to the President. The responsibilities of this office include but are not limited to the following:

- Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
- Analyzing and identifying AAP/EEO metrics;
- Assisting management in arriving at effective solutions to AAP/EEO areas;
- Designing and implementing a review and reporting system that:
 1. Measures the effectiveness of the Affirmative Action Program;
 2. Determines the degree to which AAP objectives are met; and
 3. Identifies the need for remedial action.
- Keeping university's management informed of equal opportunity progress and reporting potential problem areas within the university through reports;
- Reviewing the university's AAP for qualified candidates of all races and genders to ensure that the policy is understood and is followed in all personnel activities;
- Auditing the contents of the university's bulletin board to ensure compliance information is posted and up-to-date; and
- Serving as liaison, in collaboration with the Office of General Counsel, between Iowa State University and enforcement agencies.

Departmental responsibilities for our Administrators, Managers and University Human Resources Staff are defined as follows:

- Reviewing the qualifications of all applicants and employees to ensure non-discrimination in merit-based hiring;
- Reviewing the job performance of each employee to assess whether personnel actions

Request for Self-Identification

In order to notify applicants and employees of the existence of and the opportunity to participate in this AAP and to provide sufficient data to allow Iowa State University to measure and improve, if necessary, the effectiveness of the University's non-discrimination efforts, the University invites applicants and employees to voluntarily self-identify as a protected veteran as follows:

- When an applicant applies or is considered for employment, the University provides the applicant with an opportunity to voluntarily self-identify protected veteran status.
- Following an offer of employment but before an individual begins working, the University provides an additional opportunity to voluntarily self-identify protected veteran status.
- The invitation to self-identify will state the University is a federal contractor required to take proactive steps to employ and advance in employment protected veterans and summarize the relevant portions of the applicable law and the University's AAP.
- The invitation to self-identify will state the information is being requested on a voluntary basis, it will be kept confidential, refusal to provide the requested information will not subject the applicant to any adverse treatment, and the information will not be used in a manner that is inconsistent with applicable law.
- The University will keep all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Processes

Iowa State University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants who are protected veterans for jobs filled either by hiring or promotion and for educational or training opportunities.

Vacancies are advertised, and applications are accepted from any interested person. The University's employment materials, including items such as its employment application, the careers section of its website, and job advertisements, will include a non-discrimination statement to further inform applicants of the University's policy of equal employment opportunity. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure protected veterans are aware of job openings, the University will send vacancy announcements to the employment sources listed in this AAP.

The University ensures its personnel processes do not limit, segregate, or classify an employee or applicant in a way that adversely affects employment opportunities or status because of status as a protected veteran. The University makes sure when a protected veteran is considered for an employment opportunity, the University relies only on that portion of the individual's military record, including military discharge papers, relevant to the requirements of the opportunity at issue.

Qualified veterans as required by Iowa Code, Chapter 35C, may request preference at the university in appointment and employment over other applicants of no greater qualifications.

The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University reviews its personnel processes to ensure protected veterans are not stereotyped in a manner that limits their access to jobs for which they are qualified. The University also ensures applicants and employees who are protected veterans and who meet job qualifications have equal access to its personnel processes, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure applicants and employees who are disabled veterans receive equal opportunity in the operation of personnel processes.

Personnel processes are reviewed as opportunities to progress arise.

Review of Physical and Mental Job Requirements

Iowa State University reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified disabled veterans for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of the position.

The University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with applicable law. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

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

Physical and mental job requirements reviewed before posting and on an annual basis during performance reviews. A review can be requested at any time.

Reasonable Accommodations

Iowa State University has made and will continue to make reasonable accommodation to the known physical and mental limitations of otherwise qualified employees and job applicants who are disabled veterans unless such accommodation would impose an undue hardship.

If a veteran has a disability, the University encourages the individual to request reasonable accommodation to enable the individual to perform a job safely. Such accommodations may include special equipment, changes in the physical layout of the job, modification of job duties, or other reasonable accommodations. The University will inform employees and applicants of the process for requesting reasonable accommodation.

Where an employee who is known to be a veteran with a disability is having significant difficulty performing job duties and the University reasonably concludes the performance issues may be related to a known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates a disability is impacting performance, the University will engage in confidential discussions with the employee about the performance problem and the need for reasonable accommodation.

Compensation

In offering employment or promotions, Iowa State University does not reduce the amount of compensation offered to protected veterans because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the University does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

Harassment

Iowa State University has developed and implemented policies and procedures to ensure employees who are protected veterans are not harassed because of their veteran status.

A copy of the University's Equal Employment Opportunity and Non-Discrimination Statement of Policy, which forbids harassment against individuals based on protected characteristics, is included in this Non-Discrimination Program.

Training

Iowa State University trains personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's Non-Discrimination Program are implemented.

Internal Dissemination of Policy

Iowa State University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for protected veterans. The University may utilize the following procedures to enhance the internal implementation and dissemination of its Equal Employment Opportunity and Non-Discrimination Statement of Policy, as appropriate:

- The University's Equal Employment Opportunity and Non-Discrimination Statement of Policy will be made available to applicants and employees. The policy includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Vietnam Era Veterans' Readjustment Assistance Act, of 1974, as amended.
- An invitation to participate in the University's AAP by voluntarily self-identifying as a protected veteran will be disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.
- The University will publicize the policy in University's publications.
- The University will hold meetings with administration to explain the University's policy of non-discrimination and to make clear the President's support for the policy.
- The University will inform applicants and employees of its commitment to engage in non-discrimination, including by discussing the policy in various employee and manager training sessions.
- When employees are featured in employee handbooks or similar publications, efforts will be made to include protected veterans.
- University publications will include articles on accomplishments of all employees, including protected veterans.

The University's union officials will be informed the University is bound by the terms of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and is committed to take proactive steps to employ and advance in employment protected veterans, and the University will not discriminate against protected veterans.

Outreach, Positive Recruitment and External Dissemination of Policy

Iowa State University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected veterans. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected veterans, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing non-discrimination efforts. The University engages in or has made plans to implement the activities outlined in this AAP, as appropriate.

The University will inform recruiting sources of Iowa State University's policy of non-discrimination for protected veterans. Recruiting sources will be requested to actively recruit and refer qualified protected veterans for all positions.

The University will make the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.

The University will inform subcontractors, including subcontracting vendors and suppliers, of its Equal Employment Opportunity and Non-Discrimination Statement of Policy, and request appropriate action on their part.

The University will post all job vacancies (other than situations that qualify for a waiver) for which it considers external applicants with the local employment delivery system where the opening occurs. These postings will occur before or concurrently with the use of other recruitment efforts to fill the job and will be provided in the manner and format specified by the relevant agency that will allow the agency to provide priority referral of protected veterans.

The University also will provide the employment service delivery system with the name and location of all hiring locations within the state and the contact information for an employee who can answer questions about such job listings. The notice also will include the names and contact information for job search organizations the University uses to assist in hiring, if any. If any of the information in this disclosure changes, the University will send an update with the next relevant job listing.

The University will identify local organizations and/or community agencies specializing in placing and/or developing training programs for protected veterans and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:

- Local Veterans' Employment representatives in the Employment One-Stop Career Centers near the facilities covered in this AAP
- Department of Veterans Affairs offices close to the facilities covered in this AAP
- Placement or career offices of educational institutions specializing in the placement of protected veterans
- Private recruitment sources, such as professional organizations or employment placement services specializing in the placement of protected veterans
- Local veterans' groups and veterans' service centers near the facilities covered in this AAP
- Department of Defense Transition Assistance Program (TAP)
- Provide veterans preference for interviews
- Partner with networks like the River Valley Veterans Network
- Celebrate veteran's day

Recruitment efforts at educational institutions may incorporate special efforts to reach students who are protected veterans.

Efforts will be made to have employees who are protected veterans serve as company representatives during career days, job fairs, and related recruitment efforts.

Advertisements or solicitations for prospective employees will indicate the University is an equal opportunity employer.

Assessment of Outreach and Recruitment Efforts

Iowa State University evaluates available data regarding the effectiveness of its outreach and recruitment efforts on an annual basis. For areas where the University concludes the totality of its efforts were not effective in identifying and recruiting qualified protected veterans, Iowa State University will identify and implement alternative efforts.

Criteria used to evaluate the effectiveness of outreach efforts may include:

- Results of hiring benchmark analysis for protected veterans
- Available data related to applicant and hires
- Whether the activity increased the University's ability to include protected veterans in its workforce
- Whether the activity attracted qualified protected veterans
- Whether the activity resulted in the selection of qualified protected veterans

The following lists the outreach programs Iowa State University participated in from November 01, 2024 to October 31, 2025:

- Provide veterans preference for interviews
- Partner with networks like the River Valley Veterans Network
- Celebrate veteran's day

The University will continue to monitor and review outreach sources to evaluate the effectiveness of outreach and recruitment efforts.

Audit and Reporting Systems

It is the responsibility of the University's Non-Discrimination Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Equal Employment Opportunity and Non-Discrimination Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of Iowa State University's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether individuals who are known protected veterans have had the full opportunity to participate in all University sponsored educational, training, recreational and social activities
- Measure the University's compliance with the AAP's specific obligations, and
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

To measure the effectiveness of the AAP, the University may take the following actions:

- Audit the University's voluntary self-identification process to monitor the number of protected veterans who choose to self-identify and evaluate whether changes could be made to the self-identification process to encourage greater voluntary self-identification by protected veterans
- Monitor records of applicant flow, referrals, placements, training, transfers, promotions, terminations, and compensation decisions to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Report on the organization's progress towards equal employment opportunity and any identified problem areas so appropriate steps can be taken to resolve any issues
- Examine available hiring benchmark data regarding protected veterans
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the University's recruitment and outreach activities
- Use a schedule to regularly assess any mental and physical qualifications to ensure they are job-related and consistent with business necessity
- Regularly assess the University's personnel processes to ensure protected veterans have equal opportunity in employment
- Audit communications with vendors and subcontractors to ensure such communications reflect the University's commitment to equal employment opportunity and non-discrimination for protected veterans

- Audit communications with applicants and employees to ensure such communications reflect the University's commitment to equal employment opportunity and non-discrimination for protected veterans
- Audit job listings to ensure the postings reflect the University's commitment to equal employment opportunity and non-discrimination for protected veterans
- Audit personnel policies to ensure such policies reflect the University's commitment to equal employment opportunity and non-discrimination for protected veterans

Where the AAP is found to be deficient, the University shall endeavor to undertake necessary action to improve the Program.

Data Collection Analysis

Iowa State University documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years.

Hiring Benchmarks

Iowa State University will establish a benchmark for hiring protected veterans. In establishing a hiring benchmark, the following principles apply:

- The purpose of establishing a hiring benchmark is to provide the University with a quantifiable method by which it can measure its progress toward achieving equal employment opportunity for protected veterans.
- The hiring benchmark is not a quota that must be met, nor is it a ceiling that limits or restricts the employment of protected veterans.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Hiring benchmarks do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, because of that individual's veteran status.
- Hiring benchmarks do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Hiring benchmarks are not used to supersede merit selection principles, nor do they require the University 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.
- A finding that the hiring benchmark has not been attained does not constitute a finding nor admission of discrimination.

Iowa State University has established its benchmark in accordance with the national percentage of veterans in the civilian labor force as published by the regulating agency. As of January 01, 2026, this benchmark percentage is 5.1 percent.

IOWA

REPORT TO THE IOWA BOARD OF REGENTS

**Annual Equal Employment Opportunity and
Affirmative Action Workforce Report
November 2025**

Submitted by

Tiffini Stevenson Earl
Senior Director, Office of Civil Rights Compliance

Office of the President
University of Iowa

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Annual Equal Employment Opportunity and Affirmative Action Workforce Report November 2025

I. INTRODUCTION

The purpose of the University of Iowa's Equal Employment Opportunity and 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 2025 *Annual Equal Employment Opportunity and Affirmative Action Workforce Report* provides an overview of employment policies and activity at the university.

II. EQUAL EMPLOYMENT OPPORTUNITY AND SELECTED INITIATIVES AT THE UNIVERSITY OF IOWA

A. UI Equal Employment Opportunity Infrastructure

In March 2025, the university closed its Division of Access, Opportunity, and Diversity (DAOD), following direction from the Iowa Board of Regents. This action was taken to ensure compliance with new federal and state laws and to better align with recent changes to accreditation requirements across multiple disciplines.

Units in the former DAOD that continued to be required by state and federal law were reassigned:

- The [Office of Civil Rights Compliance \(OCRC\)](#) is now a unit within the Office of the President, and reports to the vice president for administrative affairs and senior advisor to the president. This realignment enables OCRC to maintain essential functions while identifying efficiencies through collaboration with UI Human Resources.
- TRIO Student Support Services and the TRIO Upward Bound program moved into the University College within the Office of the Provost.

Functions not required by state or federal law were eliminated or reviewed:

- The training department in the former Office of Access and Support closed March 27, 2025.
- The university reviewed and adjusted student support programs to ensure compliance with state law as they transitioned to University College.

Despite these organizational changes, the UI community continues to have access to a range of important resources such as [Student Care and Assistance](#), [University Counseling Service](#), [Employee Assistance Program](#), and student organizations.

Additionally, faculty, staff, students, and visitors who have questions or concerns regarding ADA compliance, Title IX, sexual misconduct, harassment/discrimination, and/or employment issues should continue to contact the Office of Civil Rights Compliance (OCRC).

B. The Office of Civil Rights Compliance

The Office of Civil Rights Compliance (OCRC) combines Title IX, harassment/discrimination investigations, ADA, and equal employment/affirmative action 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 problematic 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 compliance with the Americans with Disabilities Act (ADA).

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 policies. While the federal Executive Order 11246 was rescinded in January 2025, which required nondiscrimination and affirmative action for women and minorities, several other federal laws and regulations remain intact impacting the employment practices at the University of Iowa, including *Title VII of the Civil Rights Act of 1964*, *Section 503 of the Rehabilitation Act of 1973* (Section 503), and the *Vietnam-era Veterans Readjustment Assistance Act* (VEVRAA).

Title VII prohibits employment discrimination based on race, color, religion, sex (including pregnancy, sexual orientation, and gender identity), and national origin, covering all aspects of employment (hiring, firing, pay, promotion) for most employers, requiring reasonable accommodation for religion, and prohibiting retaliatory actions against those who complain. Title VII is enforced by the Equal Employment Opportunity Commission (EEOC).

Section 503 requires covered federal contractors to prevent discrimination against qualified individuals with disabilities in all employment aspects and to take affirmative action to recruit, hire, promote, and retain them, setting a utilization goal for at least 7% representation, with enforcement by the U.S. Department of Labor's Office of Federal Contract Compliance Programs. Key requirements include nondiscrimination, reasonable accommodations, and proactive efforts to meet the 7% workforce utilization goal, supported by voluntary self-identification surveys for tracking.

VEVRAA requires covered federal contractors to prevent discrimination against and take affirmative action to recruit, hire, promote, and retain Protected Veterans, including disabled, recently separated, and wartime Veterans, by listing jobs with state workforce agencies, inviting self-identification, setting hiring benchmarks, and reporting on efforts to ensure equal employment opportunities for these Veterans.

Annually, the University of Iowa prepares an *Affirmative Action Plan for Individuals with Disabilities and Protected Veterans*, pursuant to the regulations for Section 503 and VEVRAA. See Section III of this report for further information on UI's workforce composition by disability and veteran status and proactive efforts to comply with these regulations.

The university is also subject to several state employment laws including the Iowa Civil Rights Act and Iowa Code Chapter 19B.

Iowa Code Chapter 19B: Equal opportunity in state employment — affirmative action. It is the policy of the State of Iowa to provide equal opportunity in state employment to all persons. An individual shall not be denied equal access to state employment opportunities because of

race, creed, color, religion, national origin, sex, age, or physical or mental disability. It also is the policy of this state to apply affirmative action measures to correct deficiencies in the state employment system where those remedies are appropriate.

The Iowa Board of Regents is responsible for the administration and promotion of equal opportunity and affirmative action efforts in the recruitment, appointment, assignment, and advancement of personnel by the board and the institutions under its jurisdiction.

To comply with these federal and state regulations, the OCRC monitors the recruitment and hiring process for faculty positions, evaluates recruitment plans, conducts pre-interview audits to ensure that all qualified candidates are fairly considered, and reviews the process used to select final candidates.

University Human Resources (UHR) reviews staff requisitions to ensure job openings are advertised and sourced according to UI employment policies and federal/state laws and regulations. HR representatives and senior HR leaders are tasked with ensuring compliance with EEO/AA regulations 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 these topics.

C. The University of Iowa Strategic Plan

The *2022 – 2027 University of Iowa Strategic Plan* focuses on five priorities – excellence in teaching and learning, innovative research and creative discovery, welcoming environment, holistic well-being and success, and transformative societal impact - with specific, data-driven targets to measure progress.

To support these priorities, the university has identified core leadership attributes that provide a shared foundation and common language for leadership across campus. These principles support faculty effectiveness and institutional excellence in teaching, research, and service.

D. Accessibility Task Force

In December 2024, the university launched the Accessibility Task Force to build on its history of making digital systems and content accessible and to comply with new requirements of Title II of the Americans with Disabilities Act regarding the accessibility of web content and mobile applications for state and local governments by April 2026. The task force is charged with developing and implementing a comprehensive strategy to ensure the institution's digital content meets the new standards. Guiding principles include:

- Efforts should be focused on the work that has the greatest impact with the resources available
- Higher impact solutions should be implemented first wherever possible
- A user-centered approach should be employed
- Sustainable solutions should be created through education, support, and the technology and content acquisition process

Ten operational subcommittees focus on areas such as procurement, training, healthcare, and athletics. A centralized [website](#) offers resources and updates to stakeholders. A custom-built inventory system was deployed to track digital content, applications, and IT systems across campus units. The contracts subcommittee has developed standardized accessibility contract language and escalation processes, with contract ownership mapped across departments. A draft training module for University Competency in Digital Accessibility has been developed and is under review at the time of publication of this report, and a comprehensive training plan on accessibility best practices is also underway.

E. Disabled American Veterans (DAV) Patriot Employer Designation

The University of Iowa has been recognized as a Disabled American Veterans (DAV) Patriot Employer for its commitment to hiring military Veterans. This recognition comes in addition to the institution's status as a Home Base Iowa employer and its SkillBridge partnership. The UI is currently home to more than 2,200 students and employees who are Veterans, current service members, military spouses, and children.

F. 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. Deans, directors, departmental executive officers, and human resources representatives across campus are instrumental in ensuring that covered employees complete the mandated education.

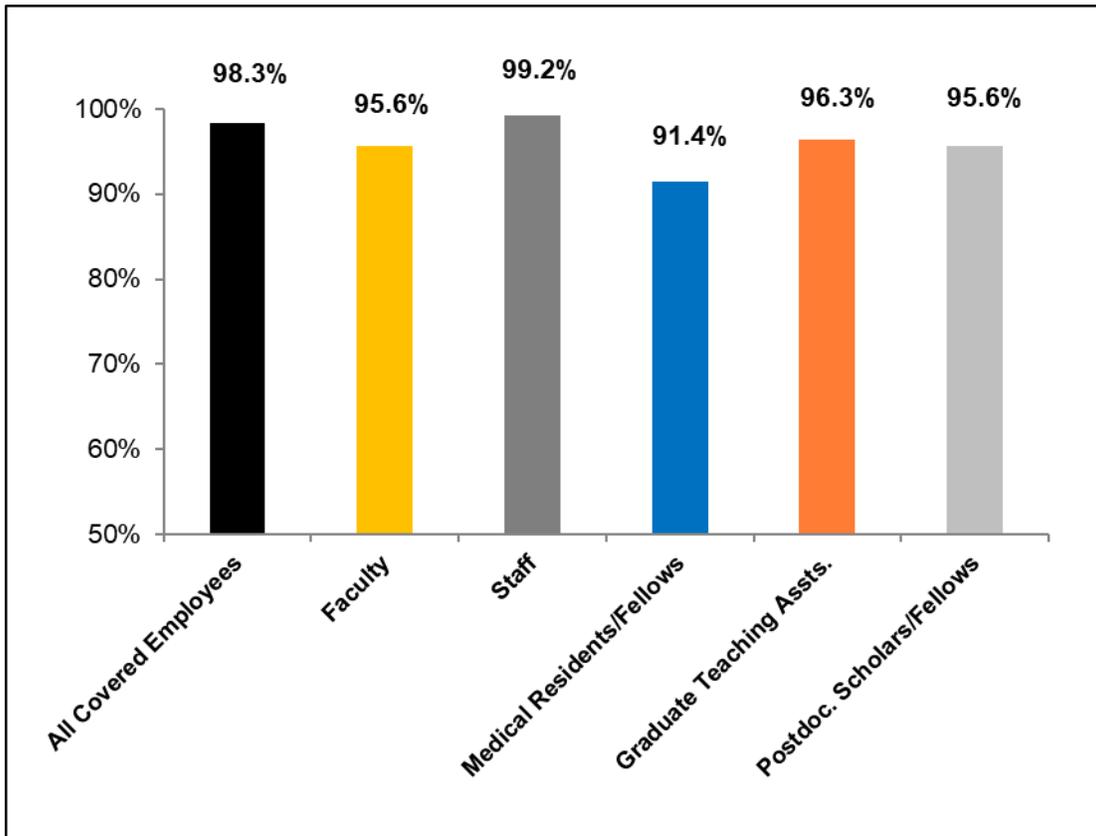
In July 2025, the university launched a new custom online harassment prevention course available through ICON that focuses on UI policies, procedures, and resources. The estimated time to complete the course is 45 minutes or less.

During Fiscal Year 2025, a total of 13,579 employees completed one of the approved harassment prevention courses. As of June 30, 2025, 98.3% of current covered employees were compliant with the mandate for periodic education on harassment prevention.

Students, staff, and faculty are notified annually of the following university policies and statements 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

Figure 1
Harassment Prevention Education Completion Rates as of June 30, 2025



III. HIGHLIGHTS OF EMPLOYMENT ACTIVITY- INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

The University of Iowa, as a recipient of federal government contracts or subcontracts in the amount of \$100,000 or more that were entered into or modified on or after December 1, 2003, develops a written affirmative action plan for individuals with disabilities and protected veterans. This *Affirmative Action Plan and Report of Activities for Individuals with Disabilities and Protected Veterans* complies with Section 503 of the Rehabilitation Act of 1973 (29 U.S.C. 793), as amended and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) of 1974 (38 USC 4212), as amended, and the Jobs for Veterans Act of 2003 (38 USC 4215).

It is the policy of the University of Iowa to provide employment opportunities through a positive program designed to employ and advance in employment qualified persons with a disability and protected veterans. This policy includes all personnel practices, including appointment, promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training. For more information, see the university's Policy Manual, [Disability Protection Policy](#) website.

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 using the Employee Self-Service system. 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.

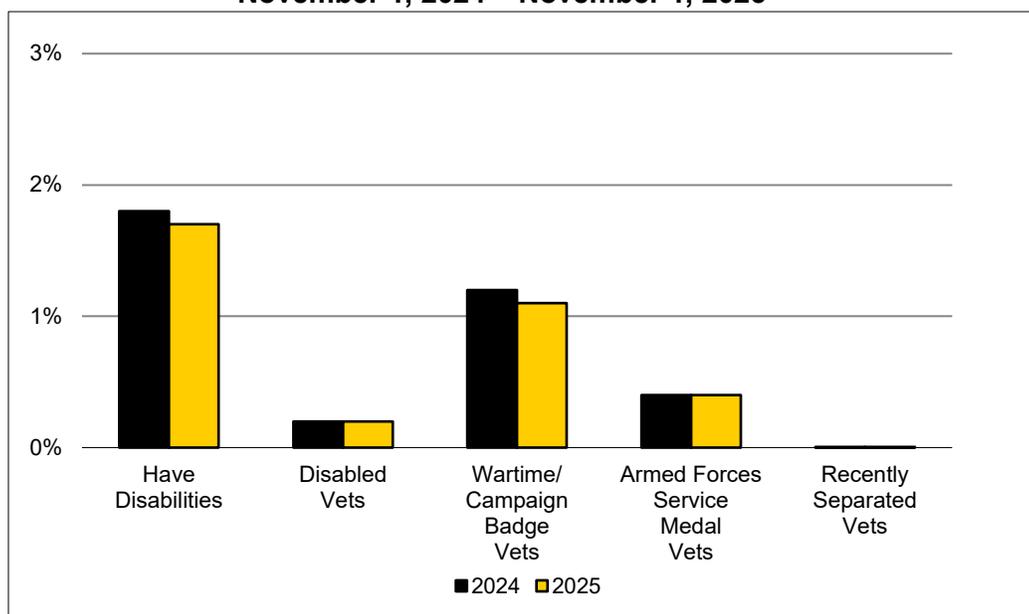
One-Year Workforce Comparison. From November 1, 2024 to November 1, 2025, the University of Iowa workforce experienced the following changes in its workforce.

- The UI workforce increased overall by 912 employees (+4.3%) from 21,188 to 22,100.
- There was a net decrease of 25 employees (-6.4%) who self-reported having disabilities.
- There were net changes in the number of employees who self-identified as protected Veterans:
 - Disabled Veterans (-2)
 - Active Duty Wartime/Campaign Badge Veterans (-12)
 - Armed Forces Service Medal Veterans (-2)
 - Recently Separated Veterans (+1)

**Table 1
Faculty and Staff by Disability and Veteran Status
November 1, 2024 – November 1, 2025**

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2024	21,188	391 1.8 %	46 0.2 %	256 1.2 %	91 0.4 %	1 < 0.1 %
2025	22,100	366 1.7 %	44 0.2 %	244 1.1 %	89 0.4 %	2 < 0.1 %
Net Change	+ 912 + 4.3 %	- 25 - 6.4 %	- 2 - 4.3 %	- 12 - 4.7 %	- 2 - 2.2%	+ 1 + 100 %

**Figure 2
Faculty and Staff by Disability and Veteran Status
November 1, 2024 – November 1, 2025**



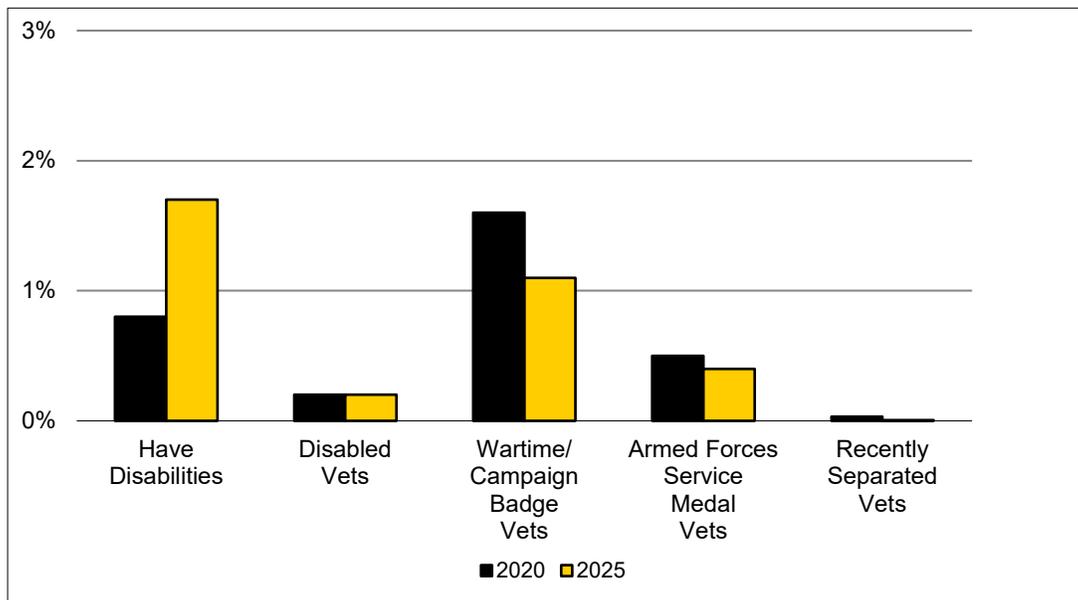
Five-Year Workforce Comparison. From November 1, 2020 to November 1, 2025, the University of Iowa workforce experienced the following changes in its workforce.

- UI's workforce increased by 3,090 employees (+16.3%), from 19,010 to 22,100.
- The number of employees who self-reported having disabilities increased by 211 (+136%). This increase may be due in part to a resurvey of the workforce in October 2024.
- There were net changes in the number of employees who self-identified as protected Veterans:
 - Disabled Veterans (+5)
 - Active Duty Wartime/Campaign Badge Veterans (-69)
 - Armed Forces Service Medal Veterans (+1)
 - Recently Separated Veterans (-4)

Table 2
Faculty and Staff by Disability and Veteran Status
November 1, 2020 – November 1, 2025

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2020	19,010	155 0.8 %	39 0.2 %	313 1.6 %	88 0.5 %	6 < 0.1 %
2025	22,100	366 1.7 %	44 0.2 %	244 1.1 %	89 0.4 %	2 < 0.1 %
Net Change	+ 3,090 + 16.3 %	+ 211 + 136 %	+ 5 + 12.8 %	- 69 - 22.0 %	+ 1 + 1.1 %	- 4 - 66.7 %

Figure 3
Faculty and Staff by Disability and Veteran Status
November 1, 2020 – November 1, 2025



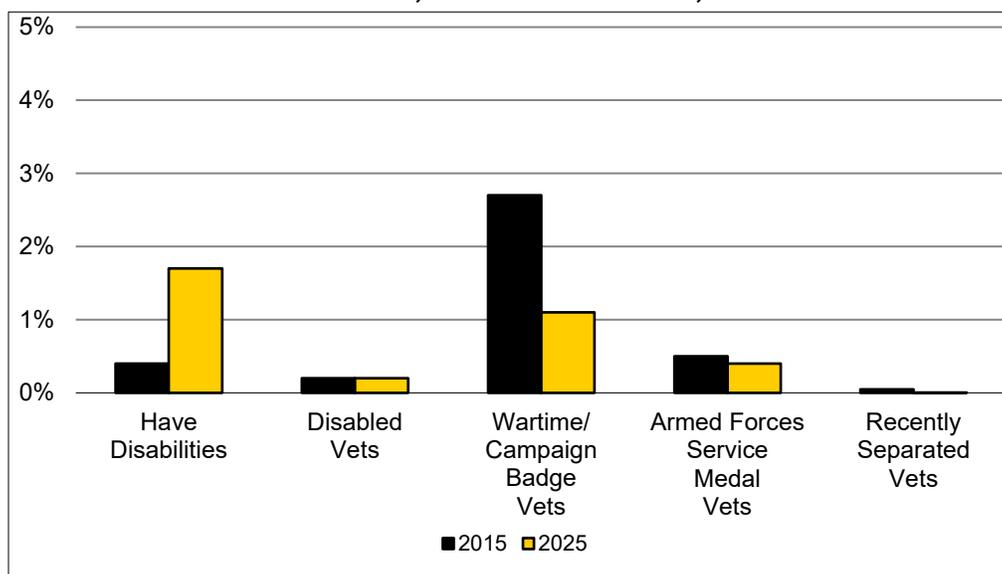
Ten-Year Workforce Comparison. From November 1, 2015 to November 1, 2025, the University of Iowa workforce experienced the following changes in its workforce.

- UI’s workforce increased by 5,119 employees (+30.1%), from 16,981 to 22,100.
- There was an increase of 293 employees (+401%) who self-reported having disabilities. This increase may be due in part to a resurvey of the workforce in October 2024.
- There were net changes in the numbers of employees who self-identified as protected Veterans:
 - Disabled Veterans (+11)
 - Active Duty Wartime/Campaign Badge Veterans (-212)
 - Armed Forces Service Medal Veterans (+12)
 - Recently Separated Veterans - no change

Table 3
Faculty and Staff by Disability and Veteran Status
November 1, 2015 – November 1, 2025

Year	Total Faculty & Staff	Faculty & Staff with Disabilities	Disabled Veterans	Wartime/Campaign Badge Veterans	Armed Forces Service Medal Veterans	Recently Separated Veterans
2015	16,981	73 0.4 %	33 0.2 %	456 2.7 %	77 0.5 %	2 < 0.1 %
2025	22,100	366 1.7 %	44 0.2 %	244 1.1 %	89 0.4 %	2 < 0.1 %
Net Change	+5,119 + 30.1 %	+ 293 + 401 %	+ 11 + 33.3 %	- 212 - 46.5 %	+ 12 + 15.6 %	0

Figure 4
Faculty and Staff by Disability and Veteran Status
November 1, 2015 – November 1, 2025





**Annual Report
on Equal Opportunity
in Employment**

To the Iowa Board of Regents

University of Northern Iowa
Office of Civil Rights Compliance
January 2026

Annual Report on Equal Opportunity in Employment To the Iowa Board of Regents University of Northern Iowa January 2026

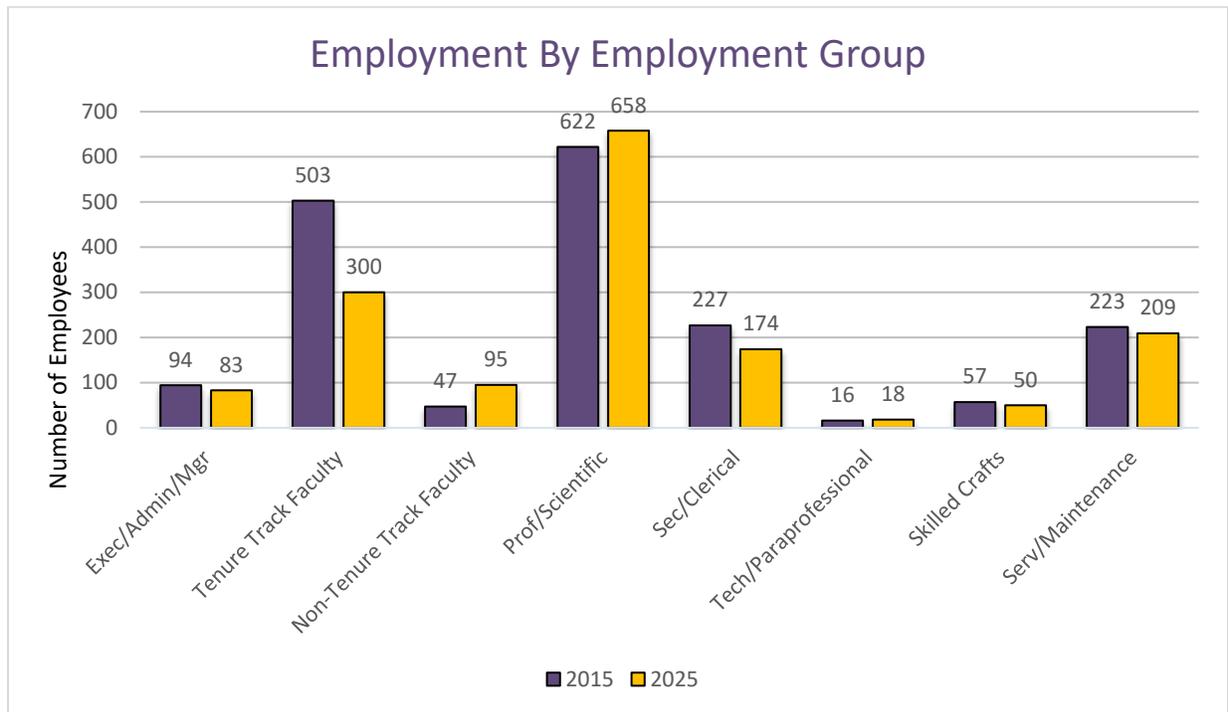
I. Introduction.

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, 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. 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. Included in this report is an overview of efforts made to enhance recruitment pools and provide equal opportunity in our employment processes at UNI.

II. Overview.

The UNI workforce totaled 1,587 non-temporary employees as of October 1, 2025. This represents an 11.2% decrease over the last ten years when UNI employed 1,789 non-temporary employees.

The 2025 and 2015 workforce totals broken out by employment groups are displayed below.



During the reporting period of October 1, 2024 through September 30, 2025, a total of 193 searches were completed for non-temporary positions across all employment groups as follows:

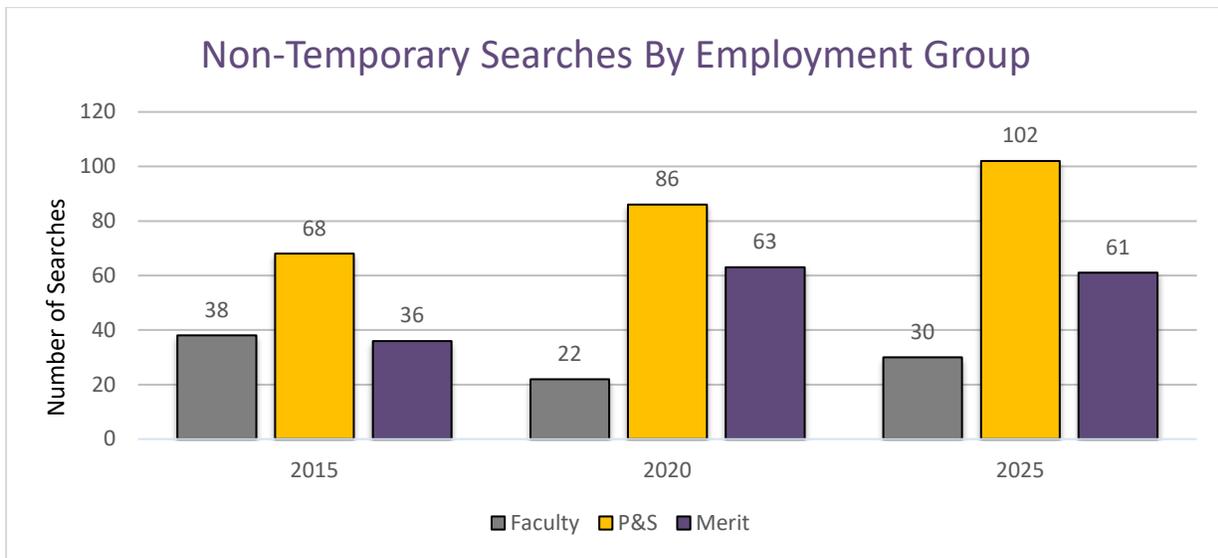
Executive/Administration/Managerial. Eleven (11) searches were filled.

Faculty Searches. A total of thirty (30) non-temporary faculty searches were filled, consisting of eighteen (18) Tenure/Tenure Track positions and twelve (12) Term positions.

Professional & Scientific (P&S) Searches. Ninety-one (91) P&S searches were filled.

Merit Searches. Sixty-one (61) Merit searches were filled, consisting of:
 fifteen (15) Secretarial/Clerical positions;
 three (3) Tech/Paraprofessional positions;
 six (6) Skilled Craft positions; and
 thirty-seven (37) Service/Maintenance positions.

Completed searches demonstrated continued investment in maintaining a workforce that supports UNI's mission and operational needs.



III. Equal Opportunity Efforts.

Each year the University analyzes personnel activities to determine whether and where impediments to equal employment opportunity exist. Areas examined include applicant flow, hires, promotions, terminations, and other personnel actions.

During the last year, the University listed all non-executive open positions lasting three or more days and not expected to be filled from within on the UNI website and with the state employment system, Iowa Workforce Development. Faculty and staff vacancies were advertised in discipline-specific and higher education related journals and websites. Human Resource Services (HRS) accepted applications for open positions and kept complete records to ensure equal employment opportunity standards were adhered to consistently.

HRS consults with each hiring department to support their recruitment and hiring activities. Each search is reviewed on an individual basis to determine appropriate recruitment methods. The development of these individualized recruiting strategies and the personal attention allows departments the opportunity to be innovative in their outreach while adhering to equal opportunity hiring procedures.

Tools used in the hiring process are reviewed on an annual basis. Job descriptions are reviewed for each vacancy and revised as needed to ensure that the experience and education requirements are strictly job-related. Application forms are reviewed to ensure that all requested information is job-related and that the form states the University's commitment to equal opportunity in employment.

The University engages in regular outreach to recruit for vacancies. Examples include the following:

- Vendor and supplier contracts and purchase orders include UNI's equal employment opportunity clause.
- Advertisements for vacant positions state the UNI is an equal opportunity employer.
- Community agencies are contacted each year to request assistance with the University's recruitment efforts by referring qualified individuals to the UNI careers website.
- Notices of vacancies are sent to local organizations and community agencies known to specialize in placing and/or training individuals.
- HRS staff and representatives of respective colleges participate in job/career fairs and professional conferences to recruit applicants, bolster interest, and promote UNI's employment opportunities.
- Employees are made aware of UNI's commitment to equal employment opportunities during new employee orientation, training programs, and regular notices to the campus community.
- UNI's policy on equal opportunity and non-discrimination is posted on various university websites and linked from the main university website.

Additionally, the University takes steps to prepare the campus for opportunities and to place emphasis on the benefits of having a diverse workforce by taking the following steps:

- Providing on the job training to qualified employees to help prepare them for promotion to higher-level jobs.
- Granting tuition reimbursement benefits to allow qualified staff to pursue and/or continue their higher education.
- Offering on-campus opportunities for employee training and professional development as well as external conferences, programming, and certifications.
- Establishing career pathways to provide professional growth and development opportunities in several departments.
- Communicating widely about internal advancement opportunities.
- Requiring employees participating in search committees to attend search committee training.
- Conducting regular climate surveys to measure employee satisfaction with working conditions.
- Encouraging employees and providing the opportunity to participate in volunteerism throughout the community and professional organizations as well as to serve on community and professional committees and boards.

IV. Efforts Specific to Individuals with Disabilities and Protected Veterans.

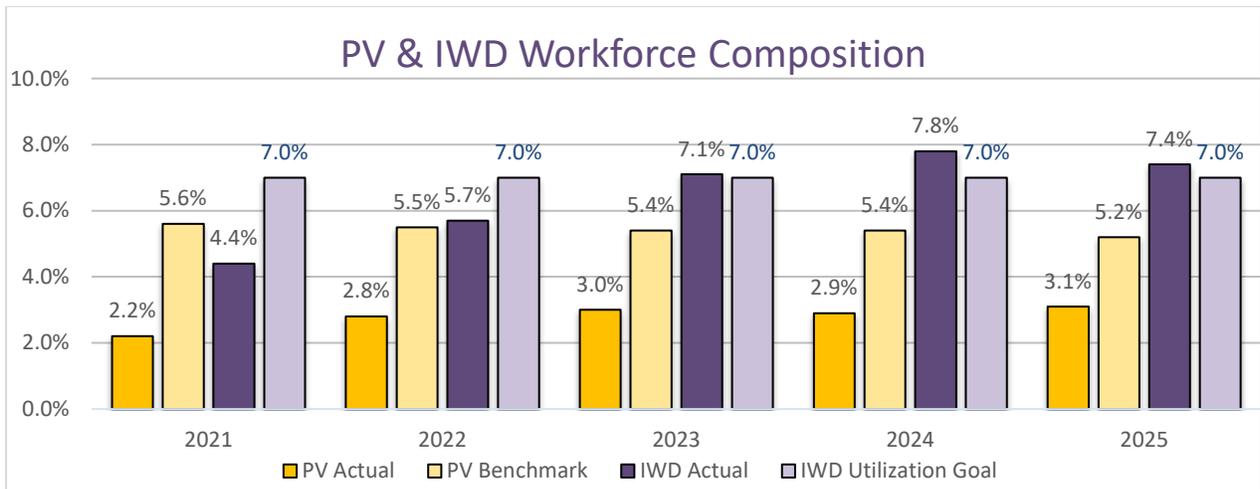
To fulfill requirements of Section 503 of the Rehabilitation Act and the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), UNI takes the following actions:

- All 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 abbreviated 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.
- Employees involved in the search process are required to participate in training offered by Human Resource Services.
- A 7.0% utilization goal for individuals with disabilities was used to provide accountability for the outreach efforts in 2024-25.
- A 5.2% benchmark¹ was used to measure the hiring of protected veterans in 2024-2025.

Federal regulations require UNI to analyze applicant and outreach data collected throughout the 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.

These efforts resulted in exceeding the 7% utilization goal for individuals with disabilities but fell short of meeting the 5.2% benchmark for protected veterans.

- During the reporting period, 7.4% of UNI’s workforce identified as individuals with disabilities as compared to the 7.0% utilization goal established by the OFCCP.
- In addition, 3.1% of UNI’s workforce identified as protected veterans as compared to the 5.2% benchmark established by the OFCCP.



¹ The Office of Federal Contract Compliance Programs (OFCCP) periodically adjusts this benchmark. On July 1, 2025, it was adjusted from 5.2% to 5.1%. The latter number will be used for measuring employment levels for the next reporting period of October 1, 2025 through September 30, 2026.

Annual Report on Minority and Women Educators Enhancement Program

**Iowa State University
January 2026**

Iowa State University strives to support all educators in its hiring, mentoring, advancement and leadership development efforts. The programs highlighted below are open to all faculty, regardless of identity, rank, or discipline. Some academic colleges, departments, schools, and vice-presidential units have developed local programming in support of faculty professional development.

1. Emerging Leaders Academy. The Office of the Senior Vice President and Provost (SVPP) sponsors the Emerging Leaders Academy, a leadership development program in place since 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 460 faculty and staff have been trained in leadership, teamwork, communication, fiscal responsibility, management, problem solving, and public accountability. Participants are nominated by their department or unit and typically include the incoming Faculty Senate and Professional and Scientific Council presidents-elect.

2. ISU ADVANCE. The ISU ADVANCE program was initially funded through a National Science Foundation (NSF) Institutional Transformation grant that provided seed funding to develop pilot programs to enhance faculty recruitment, retention, and advancement. Iowa State has since expanded this pilot program to develop and support all faculty. 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. Current efforts focus on mid-career faculty and term faculty development.

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 career enhancement 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 has participated 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 departmental climate. COACHE provides Iowa State leaders with a powerful tool to increase faculty work-life balance; maintain the university's reputation as a great place for faculty to work; and generate ideas and initiatives from faculty that enhance faculty satisfaction.

4. Dual Career Resources. The SVPP supports the recruitment and retention of excellent faculty by providing resources that support dual career hires. In collaboration with colleges, departments, and schools, we work with new faculty and senior-level administrators to assist in

their transition to central Iowa, and to help identify employment opportunities for spouses and partners both on campus and in the community.

5. Faculty Mentoring. The primary goal of the institutional mentoring program is to cultivate a university community in which all faculty can excel. 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- and mid-career faculty; (3) stated faculty mentor roles, responsibilities, and expectations; (4) a network of College Peer Mentors who lead 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 SVPP and led by experienced teaching professors. Term faculty comprise one-third of Iowa State University's talented professoriate and bring a great range of experiences to campus, including prior experience in business, industry, government, professional practice, education, etc. The TFLC is responsive to the career needs of this group by affording early-career term faculty an opportunity to cultivate leadership skills, build connections, and pursue professional goals.

IOWA

Annual Report on Minority and Women Educators Enhancement Program

2024-2025

Introduction

The University of Iowa is committed to providing a welcoming, professional, and respectful academic environment for all students, faculty, and staff. The programs highlighted in this report are available to all qualified members of the university community and support our efforts to recruit, retain, and develop the best individuals to teach, conduct research, and serve the university and the State of Iowa.

- **University of Iowa Strategic Plan.** The *2022 – 2027 University of Iowa Strategic Plan* focuses on five priorities – excellence in teaching and learning, innovative research and creative discovery, welcoming environment, holistic well-being and success, and transformative societal impact - with specific, data-driven targets to measure progress.

To support these priorities, the university has identified core leadership attributes that provide a shared foundation and common language for leadership across campus. These principles support faculty effectiveness and institutional excellence in teaching, research, and service.

- **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 faculty recruitment and retention. HIHI has allowed UI to strengthen areas of excellence, support high-performing current faculty, and attract additional highly qualified faculty.

In fiscal year 2025, funding was committed and distributed for 12 faculty recruitments and 6 retentions. Since its inception, HIHI has supported 109 faculty across 11 colleges (78 recruitments; 31 retentions).

- **Dual Academic Career Fund.** This fund provides resources to departments and colleges when the recruitment or retention of a tenured or tenure-track faculty member is contingent upon the employment of a partner or spouse. In partnership with the primary and secondary hiring departments, the Office of the Executive Vice President and Provost contributes salary and fringe support for up to three years to assist with the hiring of qualified partners or spouses.

- **Work/Life Resources.** The *Build a Career | Build a Life* website (worklife.uiowa.edu) offers prospective and current faculty an engaging entry point to life and work at Iowa. The site features collections of support resources, university-wide tools and services, and highlights the experience of living in Iowa City. A companion faculty recruitment viewbook is being developed for use with prospective applicants.
- **Faculty Mentoring.** Online faculty mentoring resources were created to support mentoring for faculty across all tracks and ranks by providing access to evidence-based best practices and tools to expand personal mentor networks. Provost faculty fellows and members of the Faculty Learning Community for Faculty Mentoring assisted in developing these resources.

In addition, a pilot faculty peer mentoring initiative was launched to foster collaboration and professional growth among instructional-track faculty. The program provided a structured support network for collaboration, professional development, and the exchange of effective teaching practices through regular meetings and discussions. The success of the initiative has informed the development of future mentoring opportunities for additional faculty tracks across the institution.

- **Iowa Academic Leadership Academy (IALA).** This comprehensive leadership program prepares faculty for administrative and academic leadership roles within higher education. IALA provides structured training in strategic planning, resource management, communication, and decision-making. Through workshops, mentoring, and collaborative projects, participants develop the skills needed to lead departments, programs, and institutional initiatives. The goal of the academy is to cultivate a strong pipeline of leaders who will drive academic excellence and innovation across the university and beyond.

November, 2025

TO: Board of Regents, State of Iowa

FROM: University of Northern Iowa

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

Center for Excellence in Teaching & Learning

The Center for Excellence in Teaching & Learning (CETL) supports the teaching mission of the University through its programming and support for all faculty. Throughout FY25, the Center for Excellence in Teaching & Learning (CETL) offered a variety of professional development programs, services, and consultation opportunities for all faculty. These offerings included professional development in instructional design and delivery, digital accessibility, and individual and small group coaching. These opportunities were made available to all faculty on varied schedules, using multiple modalities, including in-person events, teleconferences, hybrid meetings, and on-demand resources. The full range of this programming was posted online and communicated monthly to faculty of all ranks, identities, disciplines, and contract categories.

Human Resources & Professional Development for Faculty Searches

During the 2024-2025 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 138 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.