

Contact: Aimee Claeys

ANNUAL DIVERSITY REPORT

Action Requested: Ratify the submission of the Affirmative Action and the Regents' Minority and Women Educators Enhancement Program reports in accordance with Iowa Code §19B.5 and §262.93.

Executive Summary: Iowa Code §19B.5 requires the Board of Regents 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, for these programs. The Iowa School for the Deaf and Iowa Educational Services for the Blind and Visually Impaired do not have offices dedicated solely to affirmative action activities; therefore, cost reports are not required.

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

Section 1 of this memorandum summarizes activities of the Regent institutions during the past year to provide equal employment opportunities for administrators, faculty and staff. Individual reports provide extensive detail about the types of programming and support available on each campus and the progress made over the past year to enhance diversity. The individual reports on Affirmative Action and the Regents' Minority and Women Educators Enhancement Program for each of the three universities may be found on the Board's website as a link to this agenda item.

Due to the timing of the Board meeting, the reports were submitted to the General Assembly to meet the January 31st statutory deadline.

In addition to the reports required by Iowa Code, this report includes diversity, equity and inclusion organizational structure at each institution (Section 2 of this memorandum).

SECTION 1

Affirmative Action – Primary Occupational Activity Group Comparisons

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

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

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

ANNUAL AFFIRMATIVE ACTION REPORT COMPARISONS															
UNIVERSITY OF IOWA															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	352	137	38.9%	17	4.8%	375	168	44.8%	29	7.7%	384	185	48.2%	60	15.6%
Tenured and Tenure Track Faculty	1,450	480	33.1%	276	19.0%	1,379	445	32.3%	289	21.0%	1,300	450	34.6%	302	23.2%
Non-Tenure Track Faculty	852	411	48.2%	154	18.1%	1,177	603	51.2%	253	21.5%	1,472	782	53.1%	353	24.0%
Professional and Scientific Staff	8,057	5,763	71.5%	595	7.4%	10,095	7,237	71.7%	903	8.9%	11,578	8,439	72.9%	1,162	10.0%
Secretarial and Clerical Staff	2,108	1,785	84.7%	95	4.5%	1,569	1,286	82.0%	110	7.0%	1,081	846	78.3%	120	11.1%
Technical and Paraprofessional Staff	617	452	73.3%	46	7.5%	807	632	78.3%	104	12.9%	941	732	77.8%	169	18.0%
Skilled Crafts Staff	364	23	6.3%	20	5.5%	355	19	5.4%	18	5.1%	230	9	3.9%	11	4.8%
Service and Maintenance Staff	1,829	960	52.5%	306	16.7%	2,092	1,102	52.7%	487	23.3%	2,109	1,199	56.9%	655	31.1%
Total	15,629	10,011	64.1%	1,509	9.7%	17,849	11,492	64.4%	2,193	12.3%	19,095	12,642	66.2%	2,832	14.8%

IOWA STATE UNIVERSITY															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	373	149	39.9%	33	8.8%	480	212	44.2%	45	9.4%	658	329	50.0%	57	8.7%
Tenured and Tenure Track Faculty	1,226	362	29.5%	263	21.5%	1,296	430	33.2%	346	26.7%	1,125	368	32.7%	339	30.1%
Non-Tenure Track Faculty	567	322	56.8%	81	14.3%	640	353	55.2%	112	17.5%	586	321	54.8%	99	16.9%
Professional and Scientific Staff	2,061	1,030	50.0%	265	12.9%	2,478	1,295	52.3%	342	13.8%	2,756	1,589	57.7%	525	19.0%
Secretarial and Clerical Staff	916	825	90.1%	30	3.3%	855	747	87.4%	45	5.3%	494	398	80.6%	29	5.9%
Technical and Paraprofessional Staff	132	84	63.6%	6	4.5%	150	108	72.0%	6	4.0%	532	302	56.8%	58	10.9%
Skilled Crafts Staff	267	12	4.5%	3	1.1%	275	11	4.0%	8	2.9%	127	8	6.3%	8	6.3%
Service and Maintenance Staff	555	277	49.9%	55	9.9%	584	292	50.0%	60	10.3%	578	267	46.2%	73	12.6%
Total	6,097	3,061	50.2%	736	12.1%	6,758	3,448	51.0%	964	14.3%	6,856	3,582	52.2%	1,188	17.3%

UNIVERSITY OF NORTHERN IOWA															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	95	38	40.0%	8	8.4%	103	49	47.6%	8	7.8%	103	50	48.5%	13	12.6%
Tenured and Tenure Track Faculty	505	203	40.2%	78	15.4%	486	220	45.3%	76	15.6%	398	195	49.0%	83	20.9%
Non-Tenure Track Faculty	103	68	66.0%	2	1.9%	49	30	61.2%	3	6.1%	60	33	55.0%	6	10.0%
Professional and Scientific Staff	584	332	56.8%	54	9.2%	634	360	56.8%	66	10.4%	605	339	56.0%	65	10.7%
Secretarial and Clerical Staff	262	255	97.3%	14	5.3%	231	224	97.0%	13	5.6%	183	174	95.1%	12	6.6%
Technical and Paraprofessional Staff	22	5	22.7%	4	18.2%	19	5	26.3%	2	10.5%	15	3	20.0%	2	13.3%
Skilled Crafts Staff	56	4	7.1%	2	3.6%	58	3	5.2%	3	5.2%	49	1	2.0%	2	4.1%
Service and Maintenance Staff	239	124	51.9%	31	13.0%	211	107	50.7%	25	11.8%	206	90	43.7%	27	13.1%
Total	1,866	1,029	55.1%	193	10.3%	1,791	998	55.7%	196	10.9%	1,619	885	54.7%	210	13.0%

IOWA SCHOOL FOR THE DEAF															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	4	1	25.0%		0.0%	5	1	20.0%	-	0.0%	5	3	60.0%		0.0%
Tenured and Tenure Track Faculty			0.0%		0.0%	-	-	0.0%	-	0.0%			0.0%		0.0%
Non-Tenure Track Faculty	37	35	94.6%		0.0%	34	29	85.3%	-	0.0%	29	25	86.2%		0.0%
Professional and Scientific Staff	32	23	71.9%	1	3.1%	41	30	73.2%	1	2.4%	38	26	68.4%	3	7.9%
Secretarial and Clerical Staff	4	4	100.0%	1	25.0%	5	5	100.0%	-	0.0%	5	5	100.0%		0.0%
Technical and Paraprofessional Staff	23	20	87.0%	1	4.3%	23	16	69.6%	1	4.3%	26	21	80.8%	3	11.5%
Skilled Crafts Staff	6		0.0%		0.0%	5	-	0.0%	-	0.0%	5	0	0.0%		0.0%
Service and Maintenance Staff	19	9	47.4%	3	15.8%	15	8	53.3%	2	13.3%	12	5	41.7%	1	8.3%
Total	125	92	73.6%	6	4.8%	128	89	69.5%	4	3.1%	120	85	70.8%	7	5.8%

IOWA EDUCATIONAL SERVICES FOR THE BLIND & VISUALLY IMPAIRED															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	5	2	40.0%		0.0%	3	2	66.7%	-	0.0%	3	2	66.7%		0.0%
Tenured and Tenure Track Faculty			0.0%		0.0%	-	-	0.0%	-	0.0%			0.0%		0.0%
Non-Tenure Track Faculty	48	38	79.2%		0.0%	47	38	80.8%	1	2.1%	58	52	89.7%	1	1.7%
Professional and Scientific Staff	3	3	100.0%		0.0%	3	3	100.0%	-	0.0%	4	3	75.0%		0.0%
Secretarial and Clerical Staff	5	5	100.0%		0.0%	4	4	100.0%	-	0.0%	5	5	100.0%		0.0%
Technical and Paraprofessional Staff	1		0.0%		0.0%	1	-	0.0%	-	0.0%	1	1	100.0%		0.0%
Skilled Crafts Staff			0.0%		0.0%	-	-	0.0%	-	0.0%			0.0%		0.0%
Service and Maintenance Staff	9	5	55.6%		0.0%	11	5	45.5%	1	9.1%	3	2	66.7%		0.0%
Total	71	53	74.6%	0	0.0%	69	52	75.4%	2	2.9%	74	65	87.8%	1	1.4%

TOTAL REGENT INSTITUTIONS															
Primary Occupational Activity Group	September 30, 2011					October 31, 2016					October 31, 2021				
	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total	Total Workforce	Female	% of Total	Minority	% of Total
Executive / Administrative / Managerial Staff	829	327	39.4%	58	7.0%	966	432	44.7%	82	8.5%	1,153	569	49.3%	130	11.3%
Tenured and Tenure Track Faculty	3,181	1,045	32.9%	617	19.4%	3,161	1,095	34.6%	711	22.5%	2,823	1,013	35.9%	724	25.6%
Non-Tenure Track Faculty	1,607	874	54.4%	237	14.7%	1,947	1,053	54.1%	369	19.0%	2,205	1,213	55.0%	459	20.8%
Professional and Scientific Staff	10,737	7,151	66.6%	915	8.5%	13,251	8,925	67.4%	1,312	9.9%	14,981	10,396	69.4%	1,755	11.7%
Secretarial and Clerical Staff	3,295	2,874	87.2%	140	4.2%	2,664	2,266	85.1%	168	6.3%	1,768	1,428	80.8%	161	9.1%
Technical and Paraprofessional Staff	795	561	70.6%	57	7.2%	1,000	761	76.1%	113	11.3%	1,515	1,059	69.9%	232	15.3%
Skilled Crafts Staff	693	39	5.6%	25	3.6%	693	33	4.8%	29	4.2%	411	18	4.4%	21	5.1%
Service and Maintenance Staff	2,651	1,375	51.9%	395	14.9%	2,913	1,514	52.0%	575	19.7%	2,908	1,563	53.7%	756	26.0%
Total	23,788	14,246	59.9%	2,444	10.3%	26,595	16,079	60.5%	3,359	12.6%	27,764	17,259	62.2%	4,238	15.3%

Affirmative Action – Peer Group Comparisons

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

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

This data originates from the Integrated Post-Secondary Data System (IPEDS) and reflects only full-time faculty for Fall 2020; data provided on page 4 reflects faculty with appointments 50% and greater in Fall 2021. Workforce data as portrayed in the tables on page 4 are not available for peer institutions.

Full-Time Tenured and Tenure Track - Fall 2020		
	Percent Female	Percent Minority
University of Iowa	34.34%	22.09%
Peer Group Average	37.13%	25.48%
Iowa State University	32.70%	26.31%
Peer Group Average	35.60%	25.86%
University of Northern Iowa	46.90%	20.70%
Peer Group Average	44.50%	24.30%

Affirmative Action – Funding Sources and Itemized Costs

AFFIRMATIVE ACTION REVENUES AND EXPENDITURES - FY 2021*				
	SUI Office of Institutional Equity**	ISU Office of Equal Opportunity	UNI Office of Compliance and Equity Management	Total
REVENUES				
State Appropriations				
General Fund	\$395,157	\$493,734	\$34,344	\$923,235
Other				0
State Appropriations - Subtotal	\$395,157	\$493,734	\$34,344	\$923,235
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	\$395,157	\$493,734	\$34,344	\$923,235
EXPENDITURES				
Salaries				
Faculty and Institutional Officers Salaries				\$0
Professional and Scientific Staff Salaries	\$378,447	\$476,234	\$28,185	882,866
General Service Staff Salaries				0
Hourly Wages			\$2,424	2,424
Labor in Transfers				0
Vacancy Factor				0
Salaries - Subtotal	\$378,447	\$476,234	\$30,609	\$885,290
Other				
Professional and Scientific Staff Supplies	\$16,710	\$17,500	\$3,735	\$37,945
Library Acquisitions				0
Rentals				0
Utilities				0
Building Repairs				0
Auditor of State Reimbursement				0
Aid to Individuals				0
Other - Subtotal	\$16,710	\$17,500	\$3,735	\$37,945
Total Expenditures	\$395,157	\$493,734	\$34,344	\$923,235

*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 Institutional Equity (SUI), Office of Equal Opportunity (ISU) and Office of Compliance and Equity Management (UNI).

**Formerly the Office of Equal Opportunity and Diversity

SECTION 2

University organization and framework: Each university has organized the work of diversity, equity and inclusion in a somewhat different way that reflects the varied structures and strategies in place and permits them to have effective campus engagement and action. Below is a brief description of each, as well as an organizational chart.

IOWA STATE UNIVERSITY

Iowa State University's Office of Diversity, Equity and Inclusion (DEI) promotes critical thinking; responsible management of people; professional skills development; innovation in research; teach and learning; and the constructive expression of divergent viewpoints in alignment with President Wintersteen's focus on making ISU a national leader in creating a welcoming and inclusive living, working and learning environment.

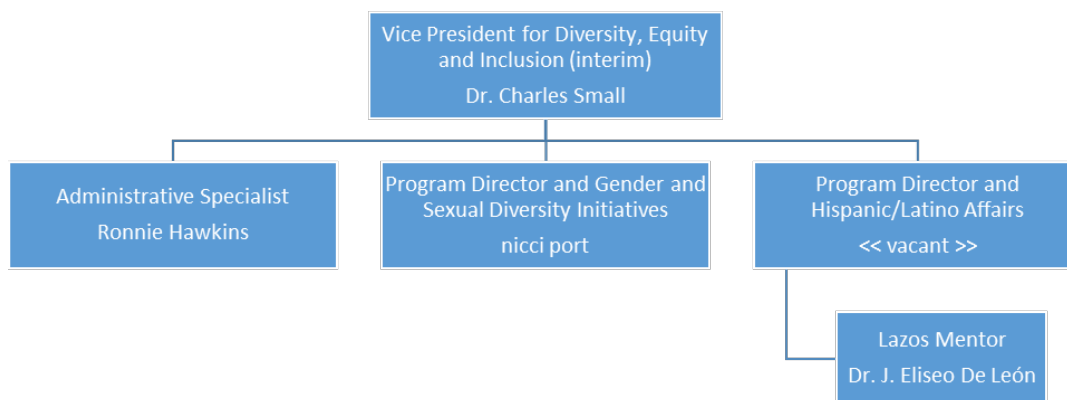
Guided by their land-grant mission, Principles of Community, strategic plan goal 4 and university non-discrimination statement, ISU achieves the DEI goals for the institution, provides expertise to campus partners as they reach for their goals and positively impacts the efforts of those in the Ames and surrounding communities.

ISU's work is grounded in:

Collaboration – Working with motivated partners who want to improve the climate of inclusion. Involving community members in our initiatives to enhance a culture of participation and develop a community of contributors. Create opportunities for more voices to shape policies and planning.

Consultation – Providing guidance to others to enhance inclusion. Working to understand others' DEI goals and the pathway to get to them. From providing expertise in topic areas to assisting in the development of inclusive programs to lending our perspective on products and visuals that showcase Iowa State, ISU is committed to having conversations that improve our environment.

Engagement – Create opportunities for growth. Connect individuals and ideas through presentations and other educational settings. Build links between decision-makers and those who their decisions affect. Involve off-campus partners with on-campus resources to build a better community for everyone.



UNIVERSITY OF IOWA

The Division of Diversity, Equity, and Inclusion (DDEI) is comprised of Diversity Resources, the Office of Institutional Equity, and the Center for Diversity and Enrichment. DDEI is led by the executive officer for diversity, equity, and inclusion (EO-DEI) and associate vice president. The EO-DEI leads and coordinates the university's efforts to recruit and retain a diverse and inclusive academic community of faculty, staff and students by initiating and implementing policies, initiatives, and programs around institutional diversity, equal opportunity, affirmative action, and human and civil rights. Additional duties include representing the Office of the Provost on DEI matters within the university and the broader Iowa community, providing campus-wide leadership regarding the importance of DEI to the educational mission of a public research university, and advising the executive vice president and provost on academic DEI issues.

The EO-DEI works with other campus leaders, faculty, staff, and students to identify and pursue opportunities to create and enhance diversity, equity, and inclusion within each division and foster a campus climate in which all community members are respected, valued, and supported. Some specific areas of effort include:

- Recruitment and retention of faculty, staff, and students from underrepresented U.S. racial/ethnic minority groups
- Using data to assess and improve campus culture
- Advocating for students of diverse backgrounds, identities, and experiences
- Facilitating a coordinated campus effort regarding diversity, equity, and inclusion

In July 2021, the DDEI reorganized, creating the Office of Institutional Equity (OIE) by merging the former offices of Equal Opportunity and Diversity and the Sexual Misconduct Response Coordinator (formerly in the Division of Student Life) to provide a streamlined process of reporting concerns, a centralized complaint investigative team, a coordinated intake and record-keeping process, and improved response times to investigations. The office is comprised of three subunits: Title IX and Gender Equity, Equity Investigations and ADA Compliance, and Equity Compliance.

OIE-Title IX and Gender Equity 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, equitable and effectively stops problem behavior, prevents its recurrence, and remedies its effects.

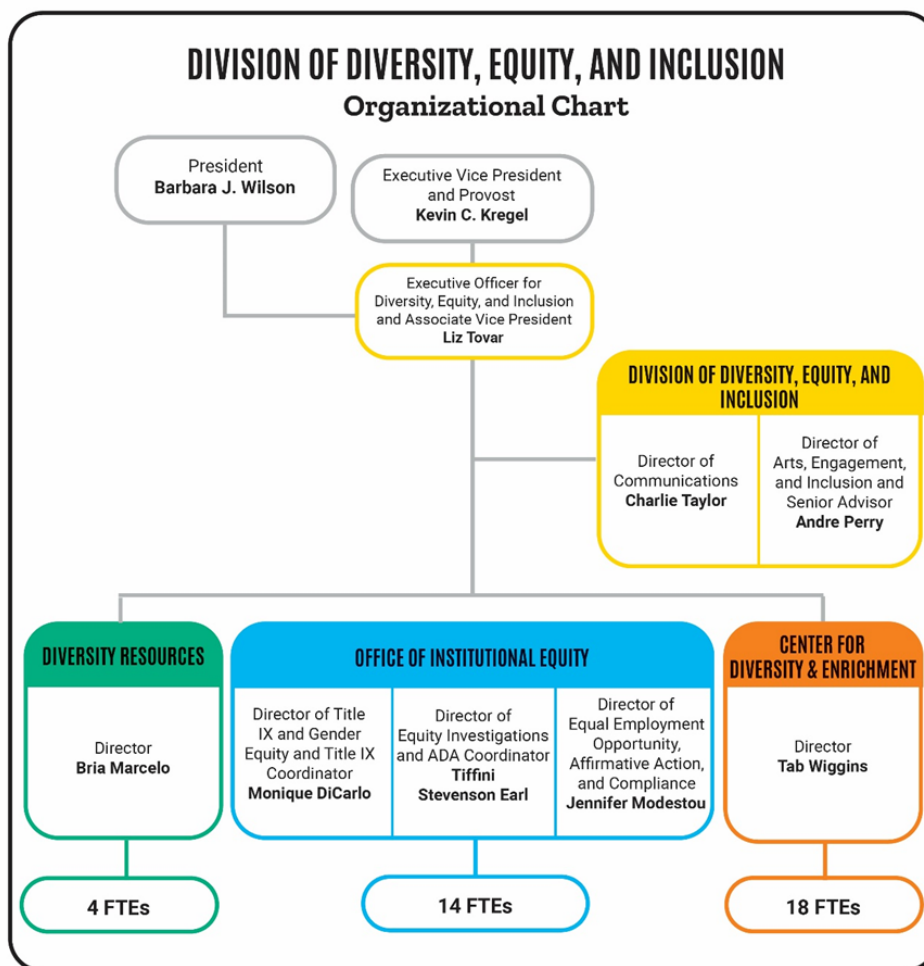
OIE–Equity Investigations and ADA Compliance implements diversity policies at the University of Iowa and supports the university's compliance with federal/state laws and regulations and university policies prohibiting discrimination, harassment or retaliation by or towards any UI community member. Investigators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

OIE–Equity Compliance is charged with the day-to-day implementation of equal employment opportunity/affirmative action (EEO/AA) policies. The office supports the university by providing all members of the community with advice, education, and services which ensure the university's compliance with all applicable federal, state, and university equal opportunity, affirmative action,

nondiscrimination, and civil rights laws, regulations and policies. In addition, the office provides leadership and resources to support the university in advancing the core values and priorities of inclusion.

OIE–Equity Compliance is responsible for monitoring the recruitment and hiring process for faculty positions; evaluating recruitment plans; conducting pre-interview audits to ensure that qualified women and minority candidates, as well as candidates protected against discrimination based on their age, disability, or veteran status, are fairly considered; and reviewing the process used to select final candidates.

University Human Resources (UHR) reviews staff requisitions to ensure appropriate outreach efforts to women and minority applicants, including the use of targeted recruitment resources where underrepresentation of women and/or minorities exists. HR representatives and senior HR leaders are tasked with ensuring compliance with EEO/AA principles and policies at the offer stage. OIE worked closely with UHR and the Office of the General Counsel to ensure that the talent acquisition system for staff recruiting (OTAC), implemented in 2018, meets all applicable EEO/AA federal and state laws and UI policies. OIE 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.



UNIVERSITY OF NORTHERN IOWA

Division of the President

The University, holding that equity, diversity and inclusion (EDI) work is the work of each employee, office, department and division, believes its President is the primary leader for this work, overseeing all of those who are actively participating in completion of EDI goals. Several of those individuals and offices engaged in EDI work report directly to the President.

Since 2016, when the position was initially established, the Chief Diversity Officer (CDO) has reported to the President. The CDO is responsible for serving a resource to the campus and providing consultation and guidance to University leadership in the areas of institutional equity, diversity and inclusion.

The Office of Compliance and Equity Management takes in and resolves reported issues of discrimination and bias based on protected class. The office also is responsible for the annual Affirmative Action Plan, Equal Opportunity work and all Title IX initiatives.

The Department of Athletics is deeply committed to EDI efforts and the majority of staff there engage in multiple EDI-related activities across campus. The Department also complies with all Title IX responsibilities. The Senior Woman's Advisor there also serves as the University's Title IX Deputy.

A recent addition to the President's commitment to EDI at the University is the formation of the President's Council for Inclusion, Transformation, Social Justice and Advocacy. A 14-person unit advisory independent from the President and university leaders, charged with providing broad recommendations for goals and action steps to the president and other university leaders.

Also reporting to the President are the Provost, the Vice President for Student Life (VPSL), and the Vice President for Finance and Operations (VPFO), all of whom have units within their purview playing significant roles in EDI work at UNI.

Division of Student Affairs

Within the division of Student Affairs is the Center for Multicultural Education which, since the late '60s, has been the hub of most multicultural and diversity-specific work focused upon the population. In adjacent space is UNI's Center for Gender and Sexuality Services (GSS; formerly the LGBT* Center) and the Center for Military Veteran Student Services (MVSS). In 2018, the VPSA brought together the CME, GSS, and the Center for MVSS, under the title of Center for Diversity, Inclusion and Social Justice (DIS). The Director for Multicultural Education became the Director for DIS. Within the same division but not directly affiliated with the CME is Student Accessibility Services (SAS). DIS has a Retention and Mentoring Coordinator, and programming for first-year students of color, designed to increase the chances that the students will have successful experiences at UNI.

Mental health plays a decidedly important role in a student's ability to successfully persist at UNI and as negative external forces have become significant barriers to mental health, the institution has sought new and more culturally relevant mechanisms for delivering care.

Throughout the pandemic, the Counseling Center offered tele-health appointments. The Center

also compiled a list of non-Western methods of managing mental wellness, and offered some (such as yoga and Zen walking paths) and providing access to off-campus facilities that offered the specific services. The Counseling Center also employs a Mental Health Counselor with Diversity Outreach as part of the position's role.

Division of Academic Affairs

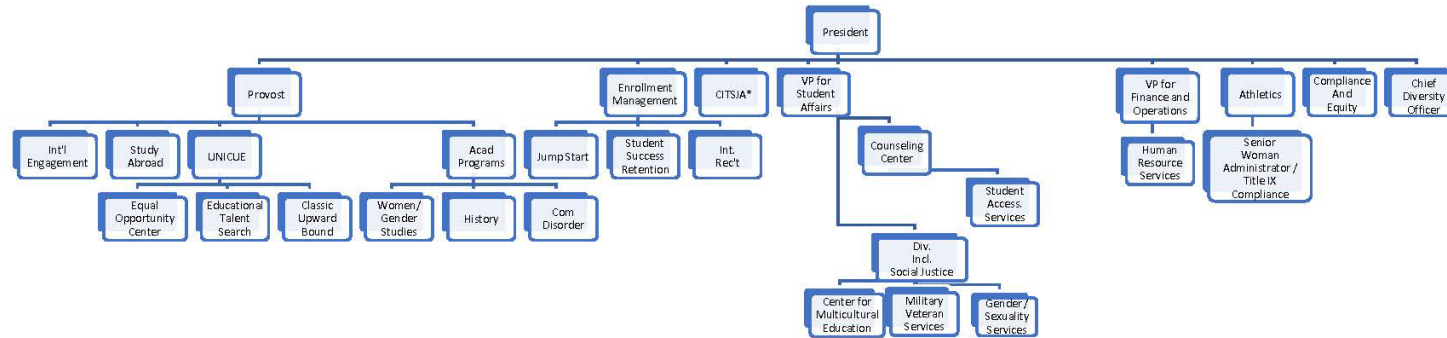
The Provost leads the division of Academic Affairs where he himself is engaging a small group of faculty and staff in significant policy review for bias and unintended barriers to equity. Within the Provost's division of Academic Affairs is the Office of Admissions where UNI employs and Assistant Director/Diversity Recruitment who supervises an Admissions Counselor. In the Office of Financial Aid, UNI employs a Financial Aid Counselor for Diversity and Retention. Multiple TRiO programs are run from the University's Center for Urban Education (UNICUE), serving approximately 2,100 individuals who identify as members of traditionally marginalized populations, low-income or first-generation. UNICUE is situated in nearby Waterloo, an Iowa city with one of the highest percentages of residents of color.

In the Donald O. Rod Library, a Library Assistant spends 30 percent of her time on diversity-related efforts and programming for the Library. Other EDI efforts are conducted by the Office of International Engagement which serves international students, and the Office for Study Abroad offers opportunities for students to spend a semester or more attending university classes outside the country.

Several academic units are responsible for bringing forward EDI-specific information to the classroom. Included are the Department of Women and Gender Studies, History, Communication Science and Disorders and the Department of Gerontology – all cover the issues and concerns of individuals and populations that have been marginalized and who may likely face an uneven playing field in life through no fault of their own.

Division of Finance and Operations

Playing a large and important role in the EDI efforts of the institution is the Office of Human Resources Services, responsible for hiring, assistance in managing difficult employees, and termination. HRS also is responsible for collecting gender-, disability- and racially-specific data on UNI's work force and maintains all such data in a confidential manner. The office seeks out current information and best practices through membership in profession-specific organizations.



*Council for Inclusion, Transformation, Social Justice and Advocacy