



State of Minnesota

Bemidji State University & Northwest Technical College

2018-2020 Affirmative Action Plan

Bemidji State University
1500 Birchmont Drive NE
Bemidji, MN 56601-2600
218-755-4121

MN Relay 800-627-3539
AffirmativeAction@bemidjistate.edu
www.bemidjistate.edu

Northwest Technical College
905 Grant Avenue SE
Bemidji, MN 56601-4907
218-755-4121

MN Relay 800-627-3529
AffirmativeAction@bemidjistate.edu
www.ntcmn.edu

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Upon request, this material will be made available in an alternative format such as large print, Braille or audio recording. Printed on recycled paper.

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Executive Summary

This Affirmative Action Plan meets the requirements as set forth in statute, in Administrative Rule, and by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals.

This Affirmative Action Review revealed underutilization of the following protected group(s) in the following job categories:

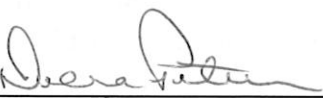
Table 1: Underutilization Analysis of Protected Groups: Bemidji State University

Job Categories	Women	Racial/Ethnic Minorities	Individuals with Disabilities	Veterans
Officials & Administrators	XX		XX	
Professionals		XX	XX	XX
Faculty	XX	XX	XX	XX
Protected Services: Non-sworn	XX			
Office Clerical Paraprofessional		XX	XX	XX
Technicians	XX	XX		
Skilled Craft	XX			
Service Maintenance	XX			XX

Table 2: Underutilization Analysis of Protected Groups: Northwest Technical College

Job Categories	Women	Racial/Ethnic Minorities	Individuals with Disabilities	Veterans
Officials & Administrators				
Professionals		XX	XX	XX
Faculty		XX	XX	XX
Office Clerical Paraprofessional				
Technicians				
Skilled Craft				
Service Maintenance				

Information about how to obtain or view a copy of this Plan will be provided to every employee of the college and university. Our intention is to make every employee aware of Bemidji State University and Northwest Technical College's commitments to affirmative action and equal employment opportunity. The Plan will also be posted on the college and university's website and maintained in the Affirmative Action and Human Resource Offices.

Affirmative Action Officer or Designee:  Date Signed: 8/6/19

Human Resources Director or Designee:  Date Signed: 8/6/19

President:  Date Signed: 8/6/19

Organizational Profile

Bemidji State University, founded in 1919 as Bemidji Normal School, is an affordable, inclusive, and highly regarded public institution on a distinctive lakeside campus in Minnesota's cherished north woods. With undergraduate and graduate enrollment of approximately 5,000 students, the university in 2018 began implementing a five-year strategic plan that calls for greater student and employee diversity, a stronger academic connection to its place and values, and more consequential civic engagement, particularly in its own region. BSU's Vision Statement calls on the university to "educate students to lead inspired lives." Its Mission is to ensure students' well-being and success while pursuing a sustainable future for the planet and humankind. The university seeks to "instill and promote service to others, preservation of the earth, and respect and appreciation for the diverse peoples of our region and world."

Students from throughout Minnesota and beyond pursue degrees in BSU's highly accessible undergraduate and graduate degree programs across a wide array of disciplines, on its wooded, 89-acre campus, online, and at six community colleges across Minnesota. Bemidji State offers a total of 52 undergraduate degrees, nine graduate degrees, 15 teacher licensure fields, 14 pre-professional programs, and six certificates. Among its most distinctive degree programs are aquatic biology, wildlife biology, and wilderness management/outdoor recreation planning, which all reflect BSU's strong concern for the environment and its location's advantages as a living laboratory. Thanks to the university's committed faculty, robust career guidance, and abundant opportunities for experiential learning, in 2017 a full 87% of graduates found jobs or pursued further study in their chosen field or one closely related to it.

Northwest Technical College, founded in 1965 as the Bemidji Area Vocational Institute, is an affordable, highly inclusive, and career-focused two-year college in Bemidji, Minnesota. With enrollment of about 1,000 full- and part-time students, NTC provides a friendly, welcoming environment with a strong sense of community, especially among faculty and students within each academic area. The college integrates technical and general learning in 20 academic programs across six Career Paths: Automotive Service & Performance, Business, Building Systems, Child Care, Health Care, and Manufacturing. Among the 40 interlocking credentials available within these online and on-campus programs are certificates, diplomas, and associate degrees – both the Associate of Applied Science (A.A.S) degree, intended for immediate employment, and the Associate of Science, which also provides the option of direct transfer toward a bachelor's degree.

In keeping with the Mission Statement, students at NTC "secure rewarding careers and satisfying lives in an increasingly technologically focused, globally interdependent, and multicultural society." The college's expert instructors and opportunities for hands-on learning equip graduates with the knowledge, skills, and experience employers expect and rely on. Primarily from Minnesota but ranging widely in age, students follow varied paths to a shared objective – an education that offers professional satisfaction and economic security for them and their families, with opportunity for advancement. They fill good-paying jobs essential to commercial enterprise, health, and safety within the Bemidji region, or wherever their lives and careers may take them. NTC is intensely focused on maintaining a close fit between its academic programs and the needs of public and private employers in northern

Minnesota. Current success in this endeavor is evidenced by the fact that, in 2017, a full 82% of its graduates found jobs or pursued further study in their chosen field or one closely related to it.

Statement of Commitment

This statement reaffirms Bemidji State University and Northwest Technical College are committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities, or subject to harassment, on the basis of race, sex (including pregnancy), color, creed, religion, age, national origin, sexual orientation, gender expression, gender identity, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- The prohibition of discrimination on the basis of sex precludes sexual harassment, gender-based harassment, and harassment based on pregnancy.
- This college/university is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This college/university will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This college/university will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this college/university will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the college/university's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all Minnesotans.

BSU and NTC President: Frank C. Hennel Date Signed: 8/6/19

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

A. President

Responsibilities

The President is responsible for establishing an Affirmative Action Program, including goals, timetables and compliance with all federal and state laws and regulations. The President, through the Commissioner of Minnesota Management & Budget (MMB), will report annually to the Governor and the Legislature the college and university's progress in meeting its affirmative action goals and objectives.

Duties

The duties of the President shall include, but not be limited to, the following:

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the college and university's Affirmative Action Plan in his or her position description.
- Take action, if needed, on complaints of discrimination and discriminatory harassment.
- Issue a statement affirming the department's commitment to affirmative action and equal employment opportunity, and ensure that such a statement is disseminated to all employees.
- Make such decisions and changes in policies, procedures or physical accommodations as may be needed to implement effective affirmative action in the college and university.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plan, and college and university's mission.
- Report annually to the Governor and the Legislature through the Commissioner of MMB the department's progress in affirmative action.
- Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
- Actively promote the enforcement of equal employment opportunity in affirmative and non-affirmative hiring decisions reviewed in the hiring process.
- Require that all college and university directors, managers, and supervisors include responsibility statements for the supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

Accountability

The President is accountable directly to the Governor and indirectly to the Commissioner of MMB for affirmative action matters.

Name of individual(s) responsible

Name: Faith Hensrud

Email: Faith.Hensrud@bemidjistate.edu

Title: President BSU and NTC

Phone: 218-755-2011

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer is directly responsible for developing, coordinating, implementing and monitoring the department's affirmative action program.

Duties

The duties of the Affirmative Action Manager shall include, but not be limited to, the following:

- Develop and administer the college and university's Affirmative Action Plan.
- Develop and set college and university-wide affirmative action hiring goals.
- Monitor college and university compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the college and university.
- Inform the Commissioner on progress in affirmative action and equal opportunity and report potential concerns.
- Act as the affirmative action liaison between the college and university, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the college and university and initiate the development of such training programs with the assistance of internal and external resources, as necessary.
- Review and recommend changes in policies, procedures, programs and physical accommodations to facilitate affirmative action and equal opportunity.
- Develop innovative programs to attract and retain protected group members in the college and university.
- Support and participate in the recruitment of protected class persons for employment, promotion and training opportunities.

- Manage the college and university's pre-hire review process.
- Review requests for non-affirmative non-justified hires in the Monitoring the Hiring process and refer unresolved issues to the Commissioner for final decision.
- Ensure supervisors and managers are making affirmative efforts to recruit and retain protected group candidates and employees.
- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the college and university diversity recruitment program.

Accountability

The Affirmative Action Officer is accountable to the President of Bemidji State University and Northwest Technical College for program impacts and for ongoing program activities and direction. The Affirmative Action Manager oversees the administrator of ADA Title II, administrator of Diversity and Inclusion, and administrator of Limited English Program.

Name of individual(s) responsible

1. Name: Debra Peterson

Email: Debra.Peterson@bemidjistate.edu

Title: Affirmative Action Officer, Interim

Phone: 218-755-4121

C. Affirmative Action Officer Designee(s)

Responsibilities

The designees are responsible for the implementation of the department's Affirmative Action Plan at their facility/work location. Each designee is directly accountable to the college/university's Affirmative Action Officer for matters relating to affirmative action.

Duties

- Fulfill all affirmative action reporting requirements by submitting standard quarterly reports.
- Ensure dissemination of all relevant affirmative action information to appropriate staff.
- Serve as ex-officio member of the Employee Resource Group (ERG) diversity committee at their work location.
- Serve as a member of the department-wide Affirmative Action Officers Committee.

- Determine the need for diversity training and recommend training at their respective work location.
- Review policies, procedures, and practices and to recommend changes to the Affirmative Action Manager.
- Serve as ex-officio member of the recruitment team at their work locations.

Accountability

The Affirmative Action Designee is accountable indirectly to **President Faith Hensrud** (Faith.Hensrud@bemidjistate.edu 218-755-2011) on matters pertaining to Affirmative Action and Equal Opportunity.

Name of individual(s) responsible

1. Name: Debra Peterson

Email: Debra.Peterson@bemidjistate.edu

Title: Affirmative Action Officer, Interim

Phone: 218-755-4121

D. Human Resources Director or Designee(s)

Responsibilities

The Human Resources Office is responsible for ensuring equitable and uniform administration of all personnel policies. Human Resources Directors are responsible for ensuring timely responses to all Americans with Disabilities Act (ADA) requests for accommodations to remove barriers to equal employment opportunity with the college and university, assisting managers and supervisors in human resources management activities.

Staff within Human Resources who work on affirmative action and diversity issues are accountable to the Human Resources Director or designee.

Duties

The duties of Human Resources shall include, but not be limited to, the following:

- Maintain effective working relationships with college and university affirmative action officers and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and utilization of selection criteria to ensure they are objective, uniform, and job related.

- Assist in recruitment and retention of protected class persons and notify managers and supervisors of existing disparities
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors by working effectively with the affirmative action officer.
- Initiate and report on specific program objectives contained in the affirmative action plan;
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of reasonable accommodation.
- Assist supervisors, managers and the Affirmative Action Officer in affirmative recruitment of protected group members through career and job fairs and other recruitment efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, affirmative action officers, and human resources staff in the intentional creation of Supported worker positions that assist in reduction of college and university costs by diverting supportive employment duties from higher skilled workers to a supported worker position and thus improve employee morale and retention of individuals with disabilities in integrated employment.
- Request recruitment assistance from MMB's Statewide Director of Diversity Recruitment and Retention in the diversity recruitment and retention of protected group members in hard to fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.

Accountability

Human resources staff are accountable to the Human Resource Directors or designees. Additionally, Human Resources Department ensures that aggregate data and trends of complaints of illegal discrimination in hiring are provided and shared with the Affirmative Action Manager on a quarterly basis.

Name of individual(s) responsible

1. Name: Megan Zothman

Email: Megan.Zothman@bemidjistate.edu

Title: Chief Human Resources Officer

Phone: 218-755-2502

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for the oversight of the college and university's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title I Coordinator shall include, but are not limited to, the following:

- Provide guidance, coordination, and direction to college and university management with regard to the ADA in the development and implementation of college and university policy, procedures, and practices to ensure college and university employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to college and university management and staff on compliance and best practices with regard to hiring and retention of individuals with disabilities as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing college and university services, and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update Human Resources Directors on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Manager in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the statewide accommodation fund.
- Provide reasonable accommodations to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process or to perform the essential functions of the job and/or enjoy equal benefits and privileges. The ADA coordinator and the regional human resources director (RHRD) who also serves as the regional ADA coordinator, in consultation with the employee and supervisor, and other individuals who may need to be involved must:
 - Discuss the purpose and essential functions of the particular job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;

- Identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job; and
- After discussion and review, select and implement the accommodations that are appropriate for both the employee and the employer using the Reasonable Accommodation Agreement.

Accountability:

The ADA Title 1 Coordinator is accountable to **President Faith Hensrud**.

Name of individual(s) responsible :

Name: Debra Peterson

Title: Affirmative Action Officer, Interim

Email: Debra.Peterson@bemidjistate.edu

Phone: 218-755-4121

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible for the oversight of the college/university's compliance with the ADA Title II – Public Services, in accordance with the ADA - as amended and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title II Coordinator shall include, but not limited to, the following:

- Provide guidance, coordination, and direction to college and university management with regard to the ADA in the development and implementation of college and university policy, procedures, and practices to ensure college and university services and programs are accessible and nondiscriminatory for the public.
- Provide training, technical guidance, and consultation to the college and university's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities as well as the provision of reasonable modifications to visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing college/university services, and report reasonable modifications annually to MMB.
- Research case law rules and regulation and update Executive team on evolving ADA issues. Meet bi-annually with state ADA Coordinators and learn updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Manager in designing and delivering specific ADA training for college and university employees assisting ADA modifications for the public.
- Provide reasonable modifications to members of the public (as defined by ADA) with known physical or mental disabilities, to ensure equal access and privileges to programming and services. The ADA Title II coordinator in consultation with the member of the public in need of a modification shall:
 - Discuss the purpose and essential functions of a particular reasonable modification;
 - Identify the potential modifications and assess the effectiveness each request.
 - After discussion and review, select and implement the modifications that are appropriate for both the member of the public and the college and university. This review shall be documented and reported in the State ADA Annual Report.

Accountability:

The ADA Title II Coordinator is accountable to the Director of Advising Success Center, Zachary Johnson (Zachary.Johnson@bemidjistate.edu 218-755-2226) and collaborates with the Affirmative Action Officer, Debra Peterson (Debra.Peterson@bemidjistate.edu 218-755-4121).

Name of individual(s) responsible: Christian Breczinski

Title: Advising and Accommodations Coordinator

Email: Christian.Breczinski@bemidjistate.edu

Phone: 218-755-3883

G. Senior Managers and Facility Executive Team Leaders

Responsibilities

College and university senior managers and executive team leaders are responsible for implementing all aspects of the college and university Affirmative Action Plan and the college and university's commitment to affirmative action and equal opportunity.

Duties

The duties of senior managers and facility executive team leaders shall include, but not be limited to, the following:

- Identify problem areas and eliminate barriers that inhibit equal employment opportunity within their units and the college and university.
- Communicate the equal opportunity employment policy and the affirmative action program and plan to all employees assigned to their units.
- Assist the Affirmative Action Officer in conducting periodic audits of hiring and promotion patterns to remove impediments to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ascertain that the college and university's equal employment opportunity policies are being followed.
- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results in addition to other job performance criteria.
- Demonstrate and practice a discrimination and harassment free work environment for all employees.

Accountability

Senior managers and executive team leaders are accountable directly to the President of Bemidji State University and Northwest Technical College.

- Faith Hensrud, President Bemidji State University & Northwest Technical College, Faith.Hensrud@bemidjistate.edu 218-755-2011
- Tony Pepper, Provost and Vice President Academic and Student Affairs (BSU), Tony.Pepper@bemidjistate.edu 218-755-3999
- Karen Snorek, Vice President for Finance and Administration (BSU & NTC), Karen.Snorek@bemidjistate.edu 218-755-2012
- Darrin Strosahl, Vice President Academic Affairs (NTC), Darrin.Strosahl@ntcmn.edu 218-333-6613
- Joshua Christianson, Executive Director of University Advancement (BSU), Joshua.Christianson@bemidjistate.edu 218-755-2876
- Michelle Frenzel, Executive Director Enrollment Management (BSU & NTC), Michelle.Frenzel@bemidjistate.edu 218-755-2063
- Andy Bartlett, Executive Director Communications and Marketing (BSU & NTC), Andy.Bartlett@bemidjistate.edu 218-755-2746
- Allen Bedford, Associate Vice President for Academic Affairs (BSU), Allen.Bedford@bemidjistate.edu 218-755-2016
- Travis Greene, Associate Vice President for Student Life and Success (BSU & NTC), Travis.Greene@bemidjistate.edu 218-755-2010
- Megan Zothman, Chief Human Resources Officer (BSU & NTC), Megan.Zothman@bemidjistate.edu 218-755-2502
- Tracy Dill, Athletic Director (BSU), Tracy.Dill@bemidjistate.edu 218-755-4022
- Debra Peterson, Assistant to the President for Affirmative Action, Interim (BSU & NTC), Debra.Peterson@bemidjistate.edu 218-755-4121

H. All Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with the state of Minnesota's policy of equal employment opportunity by refraining from any actions that would subject any employee to negative treatment on the basis of that individual's race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Employees who believe they have been

subjected to such discrimination or harassment are encouraged to use the college and university's complaint procedure.

Duties:

The duties of all employees shall include, but are not limited, to the following:

- Exhibit an attitude of respect, courtesy and cooperation towards fellow employees and the public.
- Refrain from any actions that would adversely affect a coworker on the basis of their race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

Accountability:

Employees are accountable to their designated supervisor and indirectly to the college and university's President. Employees are responsible for maintaining an environment free from harassment and discrimination. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

The following information describes the methods that the college and university takes to communicate the Affirmative Action Plan to employees and the general public:

Internal Methods of Communication

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the college and university's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The college and university's Affirmative Action Plan is available to all employees on the college and university's internal websites at <https://www.bemidjistate.edu/offices/affirmative-action/> for Bemidji State University and at <https://www.ntcmn.edu/about/administration/affirmative-action/> for Northwest Technical College or in print copy to anyone who requests it. As requested, the college and university will make the plan available in alternative formats.
- A physical copy of the college and university's Affirmative Action Plan will be available to employees at the following address:

Affirmative Action
Bemidji State University, #3
1500 Birchmont Drive NE
Bemidji, MN 56601

- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

External Methods of Communication

- The college/university's Affirmative Action Plan is available on the college and university's public website at <https://www.bemidjistate.edu/offices/affirmative-action/> for Bemidji State University and at <https://www.ntcmn.edu/about/administration/affirmative-action/> for Northwest Technical College or in print copy to anyone who requests it. As requested, the college and university will make the plan available in alternative formats.
- The college and university's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The college and university will also ensure a representative ratio of diversity is on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the college and university's Affirmative Action Plan will be available to contractors, vendors, and members of the public at the following address:

Affirmative Action
Bemidji State University, #3
1500 Birchmont Drive NE
Bemidji, MN 56601

Underutilization Analysis and Affirmative Action Goals

Using a two-factor utilization analysis that takes internal and external hires into account, Bemidji State University and Northwest Technical College have determined which job categories are underutilized for women, minorities, individuals with disabilities, and veterans. Hiring goals for the university and college were set after a review of their respective underutilization and separation data, a review of past and anticipated hires in each job category, and a discussion with the Executive Leadership Team comprised of the President and hiring authorities at the college and university. Underutilization analysis and hiring goals for 2018-2020 for the university are reported in Table 3a and for the college are reported in 3b.

Table 3a. Underutilization Analysis and Hiring Goals for 2018-2020 Bemidji State University

The second, third, fourth, and fifth columns of this chart show the number of underutilized individuals of each group in each category at Bemidji State University. The sixth, seventh, eighth, and ninth columns show the university's hiring goals for each group in each category.

	Underutilization - # of Individuals				Hiring Goals for 2018-2020			
Job Categories	Women	Racial/ Ethnic Minorities	Persons with Disabilities	Veterans	Women	Racial/ Ethnic Minorities	Persons with Disabilities	Veterans
Officials/ Administrator	1	0	1	0	1	0	0	0
Professionals	-10	11	3	2	0	2	1	1
Faculty	1	44	19	21	1	7	2	0
Protected Services: Non-sworn	1	0	0	0	0	0	0	0
Office/Clerical	-17	3	2	5	0	1	0	1
Technicians	1	1	0	0	1	0	0	0
Skilled Craft	1	0	0	0	1	0	0	0
Service Maintenance	8	0	3	3	2	2	1	1

Table 3b. Underutilization Analysis and Hiring Goals for 2018-2020 Northwest Technical College

The second, third, fourth, and fifth columns of this chart show the number of underutilized individuals of each group in each category at Northwest Technical College. The sixth, seventh, eighth, and ninth columns show the college's hiring goals for each group in each category.

	Underutilization - # of Individuals				Hiring Goals for 2018-2020			
Job Categories	Women	Racial/ Ethnic Minorities	Persons with Disabilities	Veterans	Women	Racial/ Ethnic Minorities	Persons with Disabilities	Veterans
Officials/ Administrator	-1	0	0	0	0	0	0	0
Professionals	-4	5	1	1	0	1	1	1
Faculty	-11	13	2	2	0	1	1	1
Office/Clerical	-1	0	0	0	0	0	0	0
Technicians	-2	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	-1	0	0	0	0

Availability:

The college and university determined the recruitment area to be nationwide for officials and administrators, professionals and faculty and statewide for the protective services: non-sworn, office/clerical, technicians, skilled craft and service maintenance job categories. In conducting its underutilization analysis, the college and university used the two-factor analysis. The college/university determined it was best to use this type of analysis to allow for internal hiring processes.

Underutilization Analysis worksheets are attached in the appendix. Numbers less than 10 are indicated with "<10" in accordance with Minnesota Management and Budget's guidance on data privacy.

Women:

At the university, the population of women has improved in the professional job category and has not improved in the following job categories: officials/administrators, faculty, office/clerical, technicians, and service maintenance. Improvement in the professionals category may have occurred in part because of the greater training search advisory committee members receive on overcoming implicit bias and discrimination during the search process and qualification review prior to posting positions. While it did not improve in the office/clerical job category, the university still has more women in these groups than expected by availability numbers. An overall reduction in administrative and technician positions affected the percentage of women in those two job categories. Under the previous affirmative action plan, women were not underutilized in the faculty, officials/administrators, and technicians job categories. As faculty positions, become available, Affirmative Action and Human Resources will work with academic departments to craft vacancy notices and to identify additional locations to advertise positions and recruit qualified applicants. Search committees will continue to receive training on overcoming implicit bias and discrimination in search processes and on how the university has stated a desire to become more diverse in its primary planning documents (Strategic Plan, Master Academic Plan, Diversity and Inclusion Plan, and Affirmative Action Plan). For the officials/administrators and technicians positions, Affirmative Action and Human Resources will seek additional locations for recruitment and meet with supervisors to discuss inclusive recruitment strategies. For the service maintenance job category, the university has noticed that temporary and emergency positions often serve as a pathway for gaining the necessary experience to meet minimum qualifications. Moving forward, Human Resources will review how search advisory committees screen on minimum qualifications and it will limit the use of temporary and emergency postings for service maintenance positions.

At Northwest Technical College, the population of women has remained the same in all job categories and is not underutilized in any job category. Moving forward, Human Resources will use the same approach for service maintenance positions as discussed for the university. Search committees will continue to receive training on overcoming implicit bias and discrimination in search processes and on how the college has stated a desire to become more diverse in its primary planning documents (e.g., Diversity and Inclusion Plan, Affirmative Action Plan).

Minorities:

At Bemidji State University, the population of minorities has improved in the following job categories: officials/administrators, professionals, faculty, office/clerical, skilled craft, and service maintenance. Expanded search advisory committee training, expanded discussions with hiring authorities on university diversity goals, and expanded recruiting efforts have helped bring about these positive trends. The university has remained the same in the following job categories: protective services non-sworn and technicians. Only one opening occurred over the past two years in the protective services category and there was no turnover in the technicians category. The university anticipates that there will be openings in the technicians category and Human Resources and Affirmative Action will work to identify additional locations to recruit as positions become available. In addition, individuals sitting on search advisory committees will receive the training as discussed in the section for women above.

At Northwest Technical College, the population of minorities has not changed from the 2016-2018 Affirmative Action Plan. The college underutilizes minorities in the professionals and faculty categories. There is turnover in both of these job categories as the separation analyses show. Expanded search advisory committee training, expanded discussions with hiring authorities on college diversity goals, and expanded recruiting efforts in locations more visible to minority applicants will be implemented.

Individuals with Disabilities:

At Bemidji State University, the population of individuals with disabilities has improved in the following job categories: officials/administrators, professionals, technicians, and skilled craft. The university has not improved in the following job categories: faculty, and office/clerical. A critical factor for not improving in the faculty category was due to slightly greater separation levels than expected. The university will conduct targeted recruitment of persons with disabilities and encourage current employees to disclose their disability for affirmative action purposes.

At Northwest Technical College, the population of individuals with disabilities has remained the same as the 2016-2018 Affirmative Action Plan. The college underutilizes individuals with disabilities in the professionals and faculty categories. Both of these job categories have experienced some turnover as the separation analyses show. The college will conduct targeted recruitment of persons with disabilities and encourage current employees to disclose their disability for affirmative action purposes.

Veterans:

At Bemidji State University, the population of veterans has improved in the following job categories: officials/administrators, professionals, and technicians and has not improved in the following job categories: faculty, office/clerical, skilled craft, and service maintenance. The university will conduct targeted recruitment of veterans and encourage current employees to disclose their veteran status for affirmative action purposes.

At Northwest Technical College, the population of veterans has remained the same as the 2016-2018 Affirmative Action Plan. The college underutilizes veterans in the professionals and faculty categories. The college will conduct targeted recruitment of veterans and encourage current employees to disclose their veteran status for affirmative action purposes.

Separation and Retention Analysis by Protected Groups

Bemidji State University and Northwest Technical College are committed to the retention of all employees, including members of the following protected groups: women, racial/ethnic minorities, individuals with disabilities and veterans. The college and university will strive to affirmatively ensure equal employment opportunity by retaining a diverse composite of talented and qualified employees, with emphasis on under-represented individuals. To be successful, the responsibility for these retention efforts lies with all employees. The college and university's retention strategy is a multi-faceted approach, guided by the college and university Executive Leadership Team, the Human Resources Director, and the Affirmative Action Officer.

Table 4 Person's Responsible for BSU/NTC Retention Programs/Activities

Title	Contact Information
President Faith Hensrud	Faith.Hensrud@bemidjistate.edu (218) 755-2011 Office of the President Bemidji State University, #3 1500 Birchmont Drive NE Bemidji, MN 56601
CHRO Megan Zothman	Megan.Zothman@bemidjistate.edu (218) 755-2502 Human Resources Bemidji State University, #1 1500 Birchmont Drive NE Bemidji, MN 56601
AAO Debra Peterson	Debra.Peterson@bemidjistate.edu (218) 755-4121 Affirmative Action Bemidji State University, #3 1500 Birchmont Drive NE Bemidji, MN 56601

Bemidji State University and Northwest Technical College will continue to analyze and review separation data for disparate impact on protected group employees. This will include reviewing non-certification trends, layoff trends, resignation trends, and disciplinary discharges. The appendix will include a separation report broken down by EEO4 job category. Below is a snapshot of the university separations (Table 5a) and college separations (Table 5b) throughout the past two years as well as a narrative describing the separation analysis:

Table 5a. Type of Separation for Bemidji State University

Type of Separation FY2016-2018	Total Number	Total Percentage	Percentage of Women	Percentage of Minorities	Percent of Persons w/ Disabilities	Percent of Veterans
Dismissals/Non Certification	2	1.85%	50.00%	50.00%	0.00%	0.00%
Resignations	52	48.15%	51.92%	11.54%	1.92%	0.00%
Enhanced Separations	0	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	31	27.70%	41.94%	6.45%	3.23%	0.00%
Death	0	0.00%	0.00%	0.00%	0.00%	0.00%
Lay Off	0	0.00%	0.00%	0.00%	0.00%	0.00%
Termination w/o Rights	23	21.30%	34.78%	13.04%	4.35%	4.35%
Total Separations	108	100.00%	45.37%	11.11%	2.78%	0.93%

Table 5b. Type of Separation for Northwest Technical College

Type of Separation FY2016-2018	Total Number	Total Percentage	Percentage of Women	Percentage of Minorities	Percent of Persons w/ Disabilities	Percent of Veterans
Dismissals/Non Certification	1	4.17%	100.00%	0.00%	0.00%	0.00%
Resignations	11	45.83%	54.55%	9.09%	9.09%	9.09%
Enhanced Separation	0	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	7	29.17%	85.71%	0.00%	0.00%	0.00%
Death	0	0.00%	0.00%	0.00%	0.00%	0.00%
Lay Off	3	12.50%	33.33%	0.00%	0.00%	0.00%
Termination w/o Rights	2	8.33%	50.00%	0.00%	0.00%	0.00%
Total Separations	24	100.00%	62.50%	4.17%	4.17%	4.17%

Women

Women represent approximately 51% of the total university workforce. Bemidji State University saw a total of 108 separations during the 2016-2018 Affirmative Action Plan. Women were 45.37% of all separations. This is proportionately lower relative to their total university workforce representation. The percentage of women who were dismissed/non-certified or who resigned was higher relative to their total university representation. The professionals and faculty job categories produced the greatest number of resignations.

Women represent approximately 70% of the total Northwest Technical College workforce. The college saw a total of 24 separations during the 2016-2018 Affirmative Action Plan. Women were 62.5% of all separations. This is proportionately lower relative to their total college workforce representation. The percentage of women who retired was higher relative to their university representation. These occurred in the faculty and office/clerical job categories.

Minorities

Minorities represent approximately 9 percent of the total Bemidji State University workforce. The university saw a total of 108 separations during the 2016-2018 Affirmative Action Plan. Minorities were 11.11% of all separations. This is proportionately higher relative to their total university workforce representation. The percentage of minority employees who resigned or were terminated without rights was higher relative to their total university representation. The resignations occurred in the professional, faculty, and office/clerical job categories, and the terminations all occurred in the faculty job category.

Minorities represent approximately 1% of the total Northwest Technical College workforce. The college saw a total of 24 separations during the 2016-2018 Affirmative Action Plan. Minorities were 4.17% of all separations. This is proportionately higher relative to their total college workforce representation. While there was only one resignation in the professionals job category, it is mentioned because the resulting percentage is higher than expected.

Individuals with Disabilities

Individuals with Disabilities represent approximately 1% of the total university workforce. The college/university saw a total of 108 separations during the 2016-2018 Affirmative Action Plan. Individuals with Disabilities were 2.78% of all separations. This is proportionately higher relative to their total university workforce representation. While there was only one resignation (faculty), one retirement (faculty) and one termination without rights (service maintenance), these are remarked on because they are proportionately higher relative to their total university workforce representation.

Individuals with Disabilities represent approximately 2% of the total Northwest Technical College workforce. The college saw a total of 24 separations during the 2016-2018 Affirmative Action Plan. Individuals with Disabilities were 4.17% of all separations. This is proportionately higher relative to

their total college workforce representation. While there was only 1 resignation in the professionals job category, mention is made because the resulting percentage is higher than expected.

Veterans

Veterans represent approximately 1% of the total university workforce. Bemidji State University saw a total of 108 separations during the 2016-2018 Affirmative Action Plan. Veterans were less than 1% of all separations. This is proportionately lower relative to their total university workforce representation.

Veterans represent approximately 5.5% of the total Northwest Technical College workforce. The college saw a total of 24 separations during the 2016-2018 Affirmative Action Plan. Veterans were also 4.17% of all separations. This is proportionately lower relative to their total college workforce representation. While there was only 1 resignation in the professionals job category, mention is made because the resulting percentage is higher than expected.

Program Objectives, Identified Barriers, and Corrective Action to Eliminate Barriers

The college and university's Affirmative Action Program is designed to implement the provisions of this Affirmative Action Plan and meet requirements found in Minnesota Statutes, Chapter 43A.191, and Subdivision 2.

Bemidji State University and Northwest Technical College periodically review where they advertise positions. A current listing of advertising locations according to position type is found in the table below.

Advertising Location	Classified Positions	Unclassified Positions
Chronicle of Higher Education		X
Bemidji Pioneer	X	X
Minnesota State Career Opportunities		X
HERC	X	X
HigherEDJobs.com		X
InsideHigherEd.com		X
Tribal Nation (11) contact list		X
BSU Human Resources Website		X
Women in Higher Education		X
Minnesota Management and Budget Careers	X	
Minnesota State Job Opportunities (HERC, Minnesota Works)	X	X
Minnesota Workforce Center	X	X
Beltrami County Veterans Services	X	X
Disabled American Veterans – North Central	X	X
Leech Lake Tribal College	X	X
Minnesota Chippewa Tribe	X	X
WorkplaceDiversity.com		X
InsightIntoDiversity.com	X	X
Other advertising medium as requested	X	X

For faculty positions, academic departments are also allowed to include any discipline-specific recommendations for journals or on-line postings. Academic Affairs covers the cost of one discipline-specific advertisement if the cost is affordable. The department or college will be expected to cover any additional advertisements. For certain administrative positions, national search firms will assist with the identification of qualified administrative candidates.

Bemidji State University (BSU) and Northwest Technical College (NTC), along with other Minnesota State universities and colleges, enhance their diversity by recruiting dual career couples and protected classes through participation in the Upper Midwest Higher Education Recruitment Consortium (UMW HERC). The primary purpose of the Upper Midwest Higher Education Recruitment Consortium (UMW HERC) is to promote dual-career and diversity hiring at member institutions.

The regional HERC accomplishes their mission through:

- Comprehensive regional higher education job boards
- Regular regional meetings with guest speakers covering topics of interest to member institutions
- Email job alerts and dual career search capabilities
- Regional multicultural and relocation information and resources
- Best practice sharing on recruitment and retention topics among members
- Advertising and outreach to potential higher education jobseekers
- Jobseeker data tracking

The Upper Midwest HERC has utilized social networks to connect with prospective faculty and staff through: LinkedIn; Flickr; Twitter; YouTube; Wikipedia with primary objectives of building a professional network, reaching out to applicants and job seekers, and creating a strong institutional (BSU and NTC) brand.

HERC has an extensive partnership program in order to create mutually beneficial ways of supporting each other's recruitment goals and objectives. All partners can be reviewed at <http://www.uppermidwestherc.org>

The following section identifies ways this college and university have determined to eliminate barriers, provide corrective actions, and achieve affirmative action goals for underutilized protected group applicants/employees (broken down by specific job categories). Where the college and university have identified an underutilization in an EEO4 job category, one or more program objectives have been defined to address the underutilization. These objectives have been developed as strategic, actionable and measurable efforts the college and university have committed to pursuing and implementing from 2018-2020.

Program Objectives for Women: Bemidji State University

The following job categories have been identified as underutilized for women at Bemidji State University.

Job category name	Percent women employees in category	Percent women hired in category	Percent women separated in category
Officials/Administrators	45.00%	57.14%	36.36%
Faculty	47.33%	45.87%	33.33%
Protective Services Non-Sworn	33.33%	0.00%	0.00%
Technicians	72.73%	100.00%	0.00%
Skilled Craft	0.00%	0.00%	0.00%
Service Maintenance	20.00%	22.22%	21.43%

The following corrective action has been planned to eliminate the barriers for women in each category.

Recruitment action for women in the identified categories:

For officials/administrators Human Resources and Affirmative Action will consider using a national search firm for key positions. In addition, Human Resources and Affirmative Action will meet with hiring authorities prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for women. Human Resources and Affirmative Action will work with hiring authorities to identify targeted publications, listservs, and organizations that women are likely to access for vacancy notices. The university will also post positions for additional time in an effort to increase applicant pool diversity.

For faculty Human Resources and Affirmative Action will meet with hiring authorities and academic departments prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for women. In addition, Human Resources and Affirmative Action will work with academic departments to identify targeted publications (e.g., American Association of University Women), listservs, and organizations that women are likely to access for vacancy notices. The university will also post positions for additional time if necessary to increase applicant pool diversity. The university also plans to participate in one or more virtual career fairs for key positions. Participation in these fairs increases the visibility for open positions.

For protective services non-sworn no hires are planned over the next two years. In the event that a hire is necessary, Human Resources and Affirmative Action will meet with the hiring authority and supervisor prior to the search process to discuss inclusive recruitment strategies, search-related materials, and ways to increase applicant pool diversity for women. In addition, Human Resources and Affirmative Action will work with the supervisor to identify additional locations to target recruitment for female applicants. The university will also post positions for additional time if necessary to increase applicant pool diversity.

For technicians, Human Resources and Affirmative action will focus more attention on targeted recruitment for women, making necessary changes to recruiting materials, and lengthening the time a position is advertised, if necessary, to increase the likelihood of attracting qualified female applicants. In addition, Human Resources will seek to be a part of local and regional career fairs to promote BSU as a place of employment for any entry-level jobs.

For skilled craft, Human Resources and Affirmative Action will meet with the hiring authority and supervisors prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for women. In addition, Human Resources and Affirmative Action will work with the supervisor to identify additional locations such as trade journals and magazines to target recruitment for female applicants. The university will also post positions for additional time if necessary to increase applicant pool diversity.

For service maintenance, Human Resources and Affirmative Action will meet with the hiring authority and supervisors prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for women. In addition, the university has noticed that temporary and emergency positions often serve as a pathway for gaining the necessary experience to meet minimum qualifications. Over the next two years the university will limit the use of temporary

and emergency postings for service maintenance positions. Moving forward, Human Resources will review how search advisory committees screen on minimum qualifications taking into account experiences that women may have obtained. The university will also post positions for additional time if necessary to increase applicant pool diversity.

Recruitment barriers identified for women in the identified categories:

In the 2016-2018 Affirmative Action Plan women were not underutilized in the officials and administrators job category and in the current plan they are not underutilized by much. Using a national search firm for key positions, having discussions with the hiring authority, focusing more attention on targeted recruitment for women administrators, making necessary changes to recruiting materials, and lengthening the time a position is advertised, if necessary, will increase the likelihood of attracting qualified female applicants.

In the 2016-2018 Affirmative Action Plan women were not underutilized in the faculty job category and in the current plan they are not underutilized by much. Focusing more attention on targeted recruitment for women faculty, making necessary changes to recruiting materials, and lengthening the time a position is advertised if necessary will increase the likelihood of attracting qualified female applicants.

For the protective services non-sworn job category, little or no turnover is expected and no additional hires are anticipated. In the event that a vacancy comes open, focusing more attention on targeted recruitment for women, making necessary changes to recruiting materials, and lengthening the time a position is advertised if necessary will increase the likelihood of attracting qualified female applicants.

The skilled craft job category is increasingly difficult to fill in general and is even more challenging to recruit female applicants. Human Resources and Affirmative Action will identify additional places to recruit, including talking with people in the trades. This work needs to be done ahead of known vacancies. In addition, reviewing recruiting materials and lengthening the time a position is advertised are additional strategies that will occur.

In the service maintenance job category, in the past open positions were often filled on a temporary or emergency basis and these were more often than not filled by white males. When the permanent position was advertised, the incumbent was at an advantage due to experience gained while in the temporary position. Over the next two years the university will limit the use of temporary and emergency postings for service maintenance positions. In addition, Human Resources will review how search advisory committees screen on minimum qualifications so that they take relevant experiences women may have obtained into account. These changes plus any necessary additional posting time will increase the likelihood of attracting and hiring women into these positions.

Future Evaluation:

Evaluation will help ensure that proposed actions are implemented and reviewed.

- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions.
- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, the posting length, additional posting time, and any additional strategies used to increase the number of female applicants will be noted.
- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Affirmative Action and Human Resources will keep track of the number of contacts made with key individuals and trades-related organizations.
- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position.
- For service maintenance positions, Human Resources and/or Affirmative Action will work with search advisory committees to review how they screen on minimum qualifications.
- Human Resources will limit the number of emergency or temporary hires are made in service maintenance positions.
- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary.

Past Evaluation:

During the past two years, Human Resources and Affirmative Action have conferred with some departments to broaden recruitment. When done, these efforts met with some success. In addition, the university implemented a process to review applicant pools for diversity prior to release to search advisory committees. In instances where applicant pools were not diverse, additional posting time occurred and additional targeted advertising sometimes occurred.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees.**

Completed documents will be returned to Affirmative Action for quarterly review and assessment.

- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, the posting length, additional posting time, and any additional strategies used to increase the number of female applicants will be noted. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Affirmative Action and Human Resources will keep track of the number of contacts made with key individuals and trades-related organizations. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For officials/administrators, faculty, protective service non-sworn, technicians, skilled craft and service maintenance positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For service maintenance positions, Human Resources and/or Affirmative Action will work with search advisory committees to review how they screen on minimum qualifications. **Human Relations and/or Affirmative Action will work with search advisory committees for service maintenance staff to identify and potentially correct how minimum qualifications are assessed.**
- Human Resources will limit the number of emergency or temporary hires are made in service maintenance positions. **By the end of September 2018 Human Resources will create a template to guide the circumstances under which an emergency hire is made for service maintenance employees and then monitor compliance with those guidelines.**
- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary. **This action will begin with the second quarter 2018.**

Program Objectives for Minorities: Bemidji State University

The following job categories have been identified as underutilized for minorities.

Job category name	Percent minority employees in category	Percent minority hired in category	Percent minority separated in category
Professionals	7.02%	10.71%	7.41%
Faculty	10.00%	11.92%	20.51%
Office Clerical	4.84%	7.69%	6.25%
Technicians	0.00%	0.00%	0.00%

The following corrective action has been planned to eliminate the barriers for minorities in each category.

Recruitment action for minorities in these categories:

For the professionals job category, Human Resources and Affirmative Action will meet with hiring authorities and supervisors prior to the search process to discuss inclusive recruitment strategies, search materials (such as position descriptions), and ways to increase applicant pool diversity for minorities. In addition, Human Resources and Affirmative Action will work with these individuals to identify targeted publications, listservs, and professional associations that have minority applicants as an audience. The university will also post positions for additional time if necessary to increase applicant pool diversity. The university also plans to participate in one or more virtual career fairs for key positions. Participation in these fairs increases the visibility for open positions. The university will also participate in local and regional fairs where possible to recruit for entry-level professional positions (e.g., in the Admissions Office). To aid in retention of diverse employees, the university will be implementing one or more employee resources groups with a focus on diversity (e.g., faculty and staff of color and allies). These groups will have a mechanism to share concerns built into them.

Bemidji State University desires greater diversity among faculty. For faculty Human Resources and Affirmative Action will meet with hiring authorities and academic departments prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for minorities. In addition, Human Resources and Affirmative Action will work with academic departments to identify targeted publications, listservs, and organizations that minority applicants are likely to access for vacancy notices. Deans and faculty will also be encouraged to network with colleagues they know at graduate schools they know have diverse graduate student populations. The university will also post positions for additional time if necessary to increase applicant pool diversity. The university also plans to participate in one or more virtual career fairs for key positions. Participation in these fairs increases the visibility for open positions. Finally, Affirmative Action will email vacancy notices to relevant degree-granting institutions asking that they be shared with qualified individuals. Finally, the university has noted greater separation by minority faculty than their

university representation would suggest. To aid in retention of faculty, the university will be implementing one or more employee resources groups with a focus on diversity (e.g., faculty and staff of color and allies). These groups will have a mechanism to share concerns built into them.

For the office/clerical job category Human Resources and Affirmative Action will focus more attention on targeted recruitment for minorities, making necessary changes to recruiting materials, and lengthening the time a position is advertised, if necessary, to increase the likelihood of attracting qualified minority applicants. In addition, Human Resources will seek to be a part of local and regional career fairs to promote BSU as a place of employment for any entry-level jobs. To aid in the retention of diverse employees, the university will be implementing one or more employee resources groups with a focus on diversity (e.g., faculty and staff of color and allies). These groups will have a mechanism to share concerns built into them.

For the technicians job category, Human Resources and Affirmative action will focus more attention on targeted recruitment for minorities, making necessary changes to recruiting materials, and lengthening the time a position is advertised, if necessary, to increase the likelihood of attracting qualified minority applicants. In addition, Human Resources will seek to be a part of local and regional career fairs to promote BSU as a place of employment for any entry-level jobs.

Recruitment barrier identified for minorities in these categories:

Identified recruitment barriers for positions in the professionals category include a lack of qualified diverse applicants in the pool and relying solely on traditional methods of recruitment is not working. Engaging in the activities identified above will better position the university to attract qualified minority applicants of this protected group. Human Resources and Affirmative Action has already addressed potential issues of inclusivity by incorporating a diversity competency in the preferred qualification area of all vacancy notices and are beginning to address language contained within the position descriptions. The rural and relatively isolated location of the university is a recruitment barrier for professionals. Employee resource groups will help reduce the potential for a sense of isolation.

For faculty the identified barriers are somewhat similar to those identified for the professionals category, but with several additional challenges. The university is located in a community that is fairly rural and isolated, affecting decisions to move here for faculty who are single or who are in permanent relationships. Research has shown that if faculty are married or in permanent relationships, their spouse also tends to have professional work. For these couples there is a very real lack of professional level jobs outside of teaching and the health professions, which compromises relocation decisions. The university has many instances of significant others who are working either elsewhere or in jobs for which they are overqualified. These complications are even more significant for minority individuals. In addition, small departments often do not contain colleagues who have similar backgrounds or research agendas creating a distance among colleagues, which furthers a sense of isolation. The development of employee resource groups provides a needed opportunity for individuals to engage with one another in social settings.

For office/clerical an identified barrier is having a robust number of qualified minority applicants in the pool and to address this the university will seek additional locations to advertise the position. Human Resources and Affirmative Action has already addressed potential issues of inclusivity by incorporating a diversity competency in the preferred qualification area of all vacancy notices and are beginning to address language contained within the position descriptions. Human Resources will also work with Communications and Marketing so that the diversity now present at the university is better identified in our recruiting efforts.

For the technicians job category diversity within the applicant pool has also been lacking. Engaging in the above-mentioned recruiting activities (such as career fairs) will increase the potential for diverse pools. Human Resources will also work with Communications and Marketing so that the diversity now present at the university is better identified in our recruiting efforts.

Future Evaluation:

- For professionals, faculty, office/clerical and technicians positions Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions and recruit minority applicants.
- For professionals, faculty, office clerical, and technician positions, the posting length, additional posting time, and any additional strategies used to increase the number of minority applicants will be noted.
- Human Resources and Affirmative Action will keep track of the number of professional and faculty positions posted in virtual career fairs and they will monitor the interest in positions solicited through participation in the fairs.
- Human Resources and/or Affirmative Action will monitor the personal contacts by university employees to outside entities to help advertise professional and faculty positions.
- Human Resources and/or Affirmative Action will either attend or encourage others to attend local and regional career fairs to advertise office/clerical and technician positions as well as entry level professional positions.
- For faculty, protective service non-sworn, skilled craft and service maintenance positions, Affirmative Action and Human Resources will keep track of the number of contacts made with key individuals and trades-related organizations.
- For professionals, faculty, office/clerical, and technician positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position.
- One or more employee resource groups (e.g., for employees of color, for employees who identify LGBT or who are allies) will be developed and open to all employees.

- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary

Past Evaluation:

Vacancy notices for university positions were shared with the Tribal Nation (11) contact list, with HERC, and with additional publications as identified by hiring authorities and offices/departments. Affirmative Action and Human Resources also incorporated a diversity competency requirement in the preferred qualification section of vacancy notices. All search advisory committee members receive annual training for participation in searches. The training includes modules on confidentiality, the laws and policies governing search processes, what unconscious bias is and how to counter its effects, and conducting a fair and effective search. In the previous Affirmative Action Plan minorities were underutilized in all but one job category. Our efforts resulted in some progress as the university now underutilizes minorities in fewer EEO4 categories (four). With increased monitoring and accountability, plans are in place for greater success over the next two years AAP duration.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- For professionals, faculty, office/clerical and technicians positions Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions and recruit minority applicants. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For professionals, faculty, office clerical, and technician positions, the posting length, additional posting time, and any additional strategies used to increase the number of minority applicants will be noted. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- Human Resources and Affirmative Action will keep track of the number of professional and faculty positions posted in virtual career fairs and they will monitor the interest in positions solicited through participation in the fairs. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**

- Human Resources and/or Affirmative Action will monitor the personal contacts by university employees to outside entities to help advertise professional and faculty positions. **A monitoring document will be in place by the end of September for use by Human Resources and/or Affirmative Action. Completed documents will be returned to Affirmative Action when a search is finished. Affirmative Action will review these materials on a quarterly basis.**
- Human Resources and/or Affirmative Action will either attend or encourage others to attend local and regional career fairs to advertise office/clerical and technician positions as well as entry level professional positions. **A monitoring document will be in place by the end of September for use by Human Resources and/or Affirmative Action. Completed documents will be returned to Affirmative Action when a search is finished. Affirmative Action will review these materials on a quarterly basis.**
- For faculty, protective service non-sworn, skilled craft and service maintenance positions, Affirmative Action and Human Resources will keep track of the number of contacts made with key individuals and trades-related organizations. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For professionals, faculty, office/clerical, and technician positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- One or more employee resource groups (e.g., for employees of color, for employees who identify LGBT or who are allies) will be developed and open to all employees. **At least two groups will be developed by the end of the 2018-2019 academic year and Affirmative Action will monitor how well the groups are doing on an annual basis.**
- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary. **This action will begin with the second quarter 2018.**

Program Objectives for Individuals with Disabilities: Bemidji State University

The following job categories have been identified as underutilized for individuals with disabilities.

Job category name	Percent IWD employees in category	Percent IWD hired in category	Percent IWD separated in category
Officials/Administrators	0.00%	0.00%	0.00%
Professionals	0.88%	0.00%	0.00%
Faculty	0.33%	0.92%	5.13%
Office/Clerical	3.23%	0.00%	0.00%
Service maintenance	0.00%	5.56%	7.14%

The following corrective action has been planned to eliminate the barriers for persons with disabilities in each category.

Recruitment action for individuals with disabilities in these categories:

For high-ranking positions in the officials/administrators category, the university has relied on search firms to increase the number and diversity of applicants. This strategy will continue to be used for those positions. For all positions in this job category Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

For all positions in the professionals job category Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

For faculty positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

For office/clerical positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

For service maintenance positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

Recruitment barrier identified for individuals with disabilities in these categories:

Past efforts to recruit persons with disabilities have not been as successful as we would have liked. Without more research, it is difficult to know whether the recruitment barrier has to do with where the positions are posted, how the materials look and feel, or how the campus experience. Prior to engaging in any targeted recruiting efforts, Human Resources and Affirmative Action will seek input from its own employees on search processes and materials as they pertain to recruiting people with disabilities. In addition, Human Resources and Affirmative Action will also seek information and input from a variety of organizations such as Employment Specialists with the Minnesota Department of Employment and Economic Development, the Bemidji Minnesota WorkForce Center, and the Employer Assistance and Resource Network on Disability Inclusion (EARN). Armed with information, Human Resources and Affirmative Action will modify vacancy notices and search documents, and engage in targeted recruitment efforts through such as those offered through the Bender Virtual Career Fair that caters to link employers with people with disabilities who are seeking employment.

The university also acknowledges that some employees may have a disability that they have not wished to report. To increase the accuracy of the Affirmative Action database, the Affirmative Action Officer will ask current employees to self-report. This information will not be shared with any other office.

Future Evaluation:

- During Fall 2018 Human Resources and Affirmative Action will solicit information from employees on search processes and materials.
- During Fall 2018 Human Resources and Affirmative Action will seek information and input from a variety of organizations on recruiting for diversity and creating search materials and processes that are attractive to people with disabilities.
- Spring 2019 Human Resources and Affirmative Action will make modifications to search materials and processes as they come open.
- Spring 2019 Human Resources and Affirmative Action will provide information to and work with offices and departments on creating search processes and materials attractive to people with disabilities.
- Fall 2018 Affirmative Action will ask university employees to share whether they have a disability with the Affirmative Action Office.
- Each quarter, Affirmative Action will assess the demographics of the applicant pools for posted positions in all job categories. After one year, the progress will be assessed and the program objectives may be modified.

- Human Resources and Affirmative Action will post vacancies in targeted websites and publications for persons with disabilities. The exact publication and/or website may vary depending on the position.

Past Evaluation:

In the 2016-2018 Affirmative Action Plan individuals with disabilities were targeted by ensuring that the ADA Coordinator of the Minnesota Department of Economic Security received all vacancy notices for distribution to the rehabilitation counselors at the Minnesota Workforce Centers. Additionally, statements in vacancy notices specifically mentioned that persons with disabilities were encouraged to apply. The university has nondiscrimination policies in place, does not discriminate against qualified individuals with disabilities and complies with ADA and other laws governing employment of persons with disabilities. The university had intended to seek out information from workforce centers on perceptions of how welcoming it is as a place to work for people with disabilities, but was unable to do so due to staffing shortages in Human Resources.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- During Fall 2018 Human Resources and Affirmative Action will solicit information from employees on search processes and materials. **This will occur during fall 2018 and aggregate information will be shared with the President's Cabinet and supervisors.**
- During Fall 2018 Human Resources and Affirmative Action will seek information and input from a variety of organizations on recruiting for diversity and creating search materials and processes that are attractive to people with disabilities. **This will occur during fall 2018 and information will be shared with the President's Cabinet and supervisors.**
- Spring 2019 Human Resources and Affirmative Action will make modifications to search materials and processes as they come open. **Human Resources and Affirmative Action will document changes made.**
- Spring 2019 Human Resources and Affirmative Action will begin providing information to and work with offices and departments on creating search processes and materials attractive to people with disabilities. **Information will be publicly disseminated and then housed on the Human Resources and Affirmative Action websites.**
- Fall 2018 Affirmative Action will ask university employees to share whether they have a disability with the Affirmative Action Office. **The Affirmative Action Officer will document the message sent and keep track of responses.**

- Each quarter, Affirmative Action will assess the demographics of the applicant pools for posted positions in all job categories. After one year, the progress will be assessed and the program objectives may be modified. **The Affirmative Action Officer will document and monitor progress.**
- Human Resources and Affirmative Action will post vacancies in targeted websites and publications for persons with disabilities. The exact publication and/or website may vary depending on the position. **Human Resources will keep track of the places where positions are posted and share this information with Affirmative Action on a quarterly basis.**

Program Objectives for Veterans: Bemidji State University

The following job categories have been identified as underutilized for veterans.

Job category name	Percent Veterans employees in category	Percent Veterans hired in category	Percent Veterans separated in category
Professionals	1.75%	0.00%	0.00%
Faculty	0.67%	0.00%	0.00%
Office/Clerical	0.00%	0.00%	0.00%
Service maintenance	0.00%	5.56%	7.14%

The following corrective action has been planned to eliminate the barriers for veterans in each category.

Recruitment action for veterans in these categories:

For all positions in the professionals job category Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on laws and policies pertaining to veterans during searches.

For faculty positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on applicable laws and policies during searches.

For office/clerical positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on applicable laws and policies during searches.

For service maintenance positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on applicable laws and policies during searches.

Recruitment barrier identified for veterans in these categories:

Past efforts to recruit veterans have not been as successful as we would have liked. Affirmative Action and Human Resources will seek out additional places to recruit veterans such as presenting potential openings of skill sets needed at local veteran networking groups and local military leaders. Key Human Resources and/or Affirmative Action personnel will also attend a workshop on what is involved in becoming a Yellow Ribbon Company.

The university also acknowledges that some employees may be a veteran and have chosen to not disclose that information. To increase the accuracy of the Affirmative Action database, the Affirmative Action Officer will ask current employees to self-report. This information will not be shared with any other office.

Future Evaluation:

- As positions open, Human Resources and Affirmative Action will attempt to identify additional places to recruit veterans.
- As positions open, Human Resources and Affirmative Action will make modifications to search materials and processes.
- Fall 2019 Human Resources staff and/or the Affirmative Action Officer will attend a workshop on what is involved in becoming a Yellow Ribbon Company.
- Fall 2019 Affirmative Action will ask university employees to share whether they are a veteran with the Affirmative Action Office.

Past Evaluation:

Search committee members receive training on laws pertaining to hiring veterans. In addition, the Affirmative Action Officer monitored search processes for recruitment of veterans.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- As positions open, Human Resources and Affirmative Action will attempt to identify additional places to recruit veterans. **Human Resources will note any identified places to recruit.**
- As positions open, Human Resources and Affirmative Action will make necessary modifications to search materials and processes. **Human Resources will document changes made.**
- Fall 2019 Human Resources staff and/or the Affirmative Action Officer will attend a workshop on what is involved in becoming a Yellow Ribbon Company. **Information will be brought back and shared with the President's Cabinet fall 2019.**
- Fall 2019 Affirmative Action will ask university employees to share whether they are a veteran with the Affirmative Action Office. **The Affirmative Action Officer will keep a copy of the email sent and identify the number of people who responded.**

Program Objectives for Minorities: Northwest Technical College

The following job categories have been identified as underutilized for minorities.

Job category name	Percent minority employees in category	Percent minority hired in category	Percent minority separated in category
Professionals	0.00%	18.18%	20.00%
Faculty	1.72%	0.00%	0.00%

The following corrective action has been planned to eliminate the barriers for minorities in each category.

Recruitment action for minorities in these categories:

For the professionals job category, Human Resources and Affirmative Action will meet with hiring authorities and supervisors prior to the search process to discuss inclusive recruitment strategies, search materials (such as position descriptions), and ways to increase applicant pool diversity for minorities. In addition, Human Resources and Affirmative Action will work with these individuals to identify targeted publications, listservs, and professional associations that have minority applicants as an audience. The college will also post positions for additional time if necessary to increase applicant pool diversity. The college also plans to participate in one or more virtual career fairs for key positions. Participation in these fairs increases the visibility for open positions. The college will also participate in local and regional fairs where possible to recruit for entry-level professional positions (e.g., in the Admissions Office). To aid in retention of diverse employees, the college will be implementing one or

more employee resources groups with a focus on diversity (e.g., faculty and staff of color and allies). These groups will have a mechanism to share concerns built into them.

Northwest Technical College desires greater diversity among faculty. For faculty openings, Human Resources and Affirmative Action will meet with hiring authorities and academic departments prior to the search process to discuss inclusive recruitment strategies, materials, and ways to increase applicant pool diversity for minorities. In addition, Human Resources and Affirmative Action will work with academic departments to identify targeted publications, listservs, and organizations that minority applicants are likely to access for vacancy notices. Faculty will also be encouraged to network with colleagues to identify potential diverse applicants. The college will also post positions for additional time if necessary to increase applicant pool diversity. The college also plans to participate in one or more virtual career fairs for key positions. Participation in these fairs increases the visibility for open positions. To aid in retention of faculty, the university will be implementing one or more employee resources groups with a focus on diversity (e.g., faculty and staff of color and allies). These groups will have a mechanism to share concerns built into them.

Recruitment barrier identified for minorities in these categories:

Identified recruitment barriers for positions in the professionals category include a lack of qualified diverse applicants in the pool and relying solely on traditional methods of recruitment has not shown positive results. Engaging in the activities identified above will better position the college to attract qualified minority applicants of this protected group. Human Resources and Affirmative Action has already addressed potential issues of inclusivity by incorporating a diversity competency in the preferred qualification area of all vacancy notices and are beginning to address language contained within the position descriptions. The rural and relatively isolated location of the college is a recruitment barrier for professionals. Employee resource groups will help reduce the potential for a sense of isolation.

For faculty the identified barriers are somewhat similar to those identified for the professionals category, but with several additional challenges. The college is located in a community that is fairly rural and isolated, affecting decisions to move here for minority faculty. The development of employee resource groups provides a needed opportunity for individuals to engage with one another in social settings.

Future Evaluation:

- For professionals and faculty positions Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions and recruit minority applicants.
- For professionals and faculty positions, the posting length, additional posting time, and any additional strategies used to increase the number of minority applicants will be noted.
- Human Resources and Affirmative Action will keep track of the number of professional and faculty positions posted in virtual career fairs and they will monitor the interest in positions solicited through participation in the fairs.

- Human Resources and/or Affirmative Action will monitor the personal contacts by college employees to outside entities to help advertise professional and faculty positions.
- Human Resources and/or Affirmative Action will either attend or encourage others to attend local and regional career fairs to advertise entry level professional positions.
- For professional positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position.
- One or more employee resource groups (e.g., for employees of color, for employees who identify LGBT or who are allies) will be developed and open to all employees.
- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary

Past Evaluation:

Vacancy notices for university positions were shared with the Tribal Nation (11) contact list, with HERC, and with additional publications as identified by hiring authorities and offices/departments. Affirmative Action and Human Resources also incorporated a diversity competency requirement in the preferred qualification section of vacancy notices. All search advisory committee members receive annual training for participation in searches. The training includes modules on confidentiality, the laws and policies governing search processes, what unconscious bias is and how to counter its effects, and conducting a fair and effective search. With increased monitoring and accountability, plans are in place for greater success over the next two years AAP duration.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- For professionals and faculty positions Human Resources and/or Affirmative Action will document conversations held with departments and hiring authorities regarding search materials and additional places to advertise positions and recruit minority applicants. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- For professionals and faculty, the posting length, additional posting time, and any additional strategies used to increase the number of minority applicants will be noted. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or**

Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.

- Human Resources and Affirmative Action will keep track of the number of professional and faculty positions posted in virtual career fairs and they will monitor the interest in positions solicited through participation in the fairs. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- Human Resources and/or Affirmative Action will monitor the personal contacts by college employees to outside entities to help advertise professional and faculty positions. **A monitoring document will be in place by the end of September for use by Human Resources and/or Affirmative Action. Completed documents will be returned to Affirmative Action when a search is finished. Affirmative Action will review these materials on a quarterly basis.**
- Human Resources and/or Affirmative Action will either attend or encourage others to attend local and regional career fairs to advertise office/clerical and technician positions as well as entry level professional positions. **A monitoring document will be in place by the end of September for use by Human Resources and/or Affirmative Action. Completed documents will be returned to Affirmative Action when a search is finished. Affirmative Action will review these materials on a quarterly basis.**
- For professionals and faculty positions, Human Resources and/or Affirmative Action will ask applicants in a representative number of searches how they heard about the position. **A monitoring document will be in place by the end of September 2018 for use by Human Resources and/or Affirmative Action employees. Completed documents will be returned to Affirmative Action for quarterly review and assessment.**
- One or more employee resource groups (e.g., for employees of color, for employees who identify LGBT or who are allies) will be developed and open to all employees. **At least two groups will be developed by the end of the 2018-2019 academic year and Affirmative Action will monitor how well the groups are doing on an annual basis.**
- Each quarter affirmative action will assess the demographics of applicant pools for posted positions in each EEO4 job category and information and share that information with HR. After one year, progress will be assessed and recruitment objectives modified as necessary. **This action will begin with the second quarter 2018.**

Program Objectives for Persons With Disabilities: Northwest Technical College

The following job categories have been identified as underutilized for individuals with disabilities.

Job category name	Percent PWD employees in category	Percent PWD hired in category	Percent PWD separated in category
Professionals	0.00%	0.00%	20.00%
Faculty	3.45%	4.76%	0.00%

The following corrective action has been planned to eliminate the barriers for individuals with disabilities in each category.

For all positions in the professionals job category Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

For faculty positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to persons with disabilities, and continue to train search advisory committees on ADA laws and policies during searches.

Recruitment barrier identified for persons with disabilities in these categories:

Past efforts to recruit persons with disabilities have not been as successful as we would have liked. Without more research, it is difficult to know whether the recruitment barrier has to do with where the positions are posted, how the materials look and feel, or how the campus experience. Prior to engaging in any targeted recruiting efforts, Human Resources and Affirmative Action will seek input from its own employees on search processes and materials as they pertain to recruiting people with disabilities. In addition, Human Resources and Affirmative Action will also seek information and input from a variety of organizations such as Employment Specialists with the Minnesota Department of Employment and Economic Development, the Bemijdi Minnesota WorkForce Center, and the Employer Assistance and Resource Network on Disability Inclusion (EARN). Armed with information, Human Resources and Affirmative Action will modify vacancy notices and search documents, and engage in targeted recruitment efforts through such as those offered through the Bender Virtual Career Fair that caters to link employers with people with disabilities who are seeking employment.

The college also acknowledges that some employees may have a disability that they have not wished to report. To increase the accuracy of the Affirmative Action database, the Affirmative Action Officer will ask current employees to self-report. This information will not be shared with any other office.

Future Evaluation:

- During Fall 2018 Human Resources and Affirmative Action will solicit information from employees on search processes and materials.

- During Fall 2018 Human Resources and Affirmative Action will seek information and input from a variety of organizations on recruiting for diversity and creating search materials and processes that are attractive to people with disabilities.
- Spring 2019 Human Resources and Affirmative Action will make modifications to search materials and processes as they come open.
- Spring 2019 Human Resources and Affirmative Action will provide information to and work with offices and departments on creating search processes and materials attractive to people with disabilities.
- Fall 2018 Affirmative Action will ask university employees to share whether they have a disability with the Affirmative Action Office.
- Each quarter, Affirmative Action will assess the demographics of the applicant pools for posted positions in all job categories. After one year, the progress will be assessed and the program objectives may be modified.
- Human Resources and Affirmative Action will post vacancies in targeted websites and publications for persons with disabilities. The exact publication and/or website may vary depending on the position.

Past Evaluation:

In the 2016-2018 Affirmative Action Plan individuals with disabilities were targeted by ensuring that the ADA Coordinator of the Minnesota Department of Economic Security received all vacancy notices for distribution to the rehabilitation counselors at the Minnesota Workforce Centers. Additionally, statements in vacancy notices specifically mentioned that persons with disabilities were encouraged to apply. The college has nondiscrimination policies in place, does not discriminate against qualified individuals with disabilities and complies with ADA and other laws governing employment of persons with disabilities. Human Resources had intended to seek out information from workforce centers on perceptions of how welcoming it is as a place to work for people with disabilities, but was unable to do so due to staffing shortages.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- During Fall 2018 Human Resources and Affirmative Action will solicit information from employees on search processes and materials. **This will occur during fall 2018 and aggregate information will be shared with the President's Cabinet and supervisors.**
- During Fall 2018 Human Resources and Affirmative Action will seek information and input from a variety of organizations on recruiting for diversity and creating search materials and processes

that are attractive to people with disabilities. **This will occur during fall 2018 and information will be shared with the President's Cabinet and supervisors.**

- Spring 2019 Human Resources and Affirmative Action will make modifications to search materials and processes as they come open. **Human Resources and Affirmative Action will document changes made.**
- Spring 2019 Human Resources and Affirmative Action will begin providing information to and work with offices and departments on creating search processes and materials attractive to people with disabilities. **Information will be publicly disseminated and then housed on the Human Resources and Affirmative Action websites.**
- Fall 2018 Affirmative Action will ask university employees to share whether they have a disability with the Affirmative Action Office. **The Affirmative Action Officer will document the message sent and keep track of responses.**
- Each quarter, Affirmative Action will assess the demographics of the applicant pools for posted positions in all job categories. After one year, the progress will be assessed and the program objectives may be modified. **The Affirmative Action Officer will document and monitor progress.**
- Human Resources and Affirmative Action will post vacancies in targeted websites and publications for persons with disabilities. The exact publication and/or website may vary depending on the position. **Human Resources will keep track of the places where positions are posted and share this information with Affirmative Action on a quarterly basis**

Program Objectives for Veterans: Northwest Technical College

The following job categories have been identified as underutilized for veterans.

Job category name	Percent Veterans employees in category	Percent Veterans hired in category	Percent Veterans separated in category
Professionals	5.00%	9.09%	20.00%
Faculty	5.17%	0.00%	0.00%

The following corrective action has been planned to eliminate the barriers for veterans in each category.

Recruitment action for veterans in these categories:

For all positions in the professionals job category Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices,

search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on laws and policies pertaining to veterans during searches.

For faculty positions Human Resources and Affirmative Action will collaborate to identify additional places to recruit and post positions, will review vacancy notices, search materials, and position descriptions for their inclusiveness to veterans, and continue to train search advisory committees on applicable laws and policies during searches.

Recruitment barrier identified for veterans in these categories:

Past efforts to recruit veterans have not been as successful as we would have liked. Affirmative Action and Human Resources will seek out additional places to recruit veterans such as presenting potential openings of skill sets needed at local veteran networking groups and local military leaders. Key Human Resources and/or Affirmative Action personnel will also attend a workshop on what is involved in becoming a Yellow Ribbon Company.

The university also acknowledges that some employees may be a veteran and have chosen to not disclose that information. To increase the accuracy of the Affirmative Action database, the Affirmative Action Officer will ask current employees to self-report. This information will not be shared with any other office.

Future Evaluation:

- As positions open, Human Resources and Affirmative Action will attempt to identify additional places to recruit veterans.
- As positions open, Human Resources and Affirmative Action will make modifications to search materials and processes.
- Fall 2019 Human Resources staff and/or the Affirmative Action Officer will attend a workshop on what is involved in becoming a Yellow Ribbon Company.
- Fall 2019 Affirmative Action will ask university employees to share whether they are a veteran with the Affirmative Action Office.

Past Evaluation:

Search committee members receive training on laws pertaining to hiring veterans. In addition, the Affirmative Action Officer monitored search processes for recruitment of veterans.

Person's Responsible:

- Affirmative Action Officer
- Chief Human Resources Officer

Target Dates:

- As positions open, Human Resources and Affirmative Action will attempt to identify additional places to recruit veterans. **Human Resources will note any identified places to recruit.**
- As positions open, Human Resources and Affirmative Action will make necessary modifications to search materials and processes. **Human Resources will document changes made.**
- Fall 2019 Human Resources staff and/or the Affirmative Action Officer will attend a workshop on what is involved in becoming a Yellow Ribbon Company. **Information will be brought back and shared with the President's Cabinet fall 2019.**
- Fall 2019 Affirmative Action will ask college employees to share whether they are a veteran with the Affirmative Action Office. **The Affirmative Action Officer will keep a copy of the email sent and identify the number of people who responded.**

Methods of Auditing, Evaluating, and Reporting Program Success

Pre-Employment Review Procedure/Monitoring the Hiring Process

Bemidji State University and Northwest Technical College will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, or individuals with disabilities. The college/university will use the monitoring the hiring process form for every hire to track the number of women, minorities, individuals with disabilities and veterans in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action is carried out. Directors, managers, and supervisors will be asked to document their hiring decisions and equal opportunity professionals will review for bias.

Any time the college/university cannot justify a hire, the college/university takes a missed opportunity. College/university leadership will be asked to authorize the missed opportunity. The college/university will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are invited to participate in the selection process, employees scheduling the selection process will describe the process format to the candidate (*e.g.*, interview process, testing process). All candidates will be provided information regarding the procedure to request reasonable accommodations if necessary to allow candidates with disabilities equal opportunity to participate in the selection process. For example, describe if interview questions are offered ahead of time or what technology may be used during a test. This allows for an individual with a disability to determine if they may need a reasonable accommodation in advance of the selection process.

All personnel involved in the selection process will be trained and accountable for the college/university's commitment to equal opportunity and the affirmative action program and its implementation.

Pre-Review Procedure for Layoff Decisions

The Affirmative Action Officer, in conjunction with the college/university's human resources office, shall be responsible for reviewing all pending layoffs to determine their effect on the college/university's affirmative action goals and timetables.

If it is determined that there is an adverse impact on protected groups, the college/university will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. The college/university will determine if other alternatives are available to minimize the impact on protected groups.

Other Methods of Program Evaluation

The college/university submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the college/university's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports;
- Biannual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (submitted to MMB within 30 days of final disposition).

The college/university also evaluates the Affirmative Action Plan in the following ways

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is disparate impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems and websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with college/university leadership on a periodic basis and makes recommendations for improvement.

Appendix

Bemidji State University's Equal Opportunity and Non-discrimination in Employment and Education Policy

Bemidji State University has modified the Minnesota State 1B.1 Policy to fit its own format for policies. It is entitled the Equal Opportunity and Non-Discrimination in Employment and Education Policy and is reprinted here.

Policy Statement

Subpart A. Equal opportunity for students and employees. Bemidji State University has an enduring commitment to enhancing Minnesota's quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Bemidji State University is committed to a policy of equal opportunity and nondiscrimination in employment and education.

Subpart B. Nondiscrimination. No person shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in, programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, or gender expression. In addition, discrimination in employment based on familial status or membership or activity in a local commission as defined by law is prohibited.

Harassment on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or familial status is prohibited. Harassment may occur in a variety of relationships, including faculty and student, supervisor and employee, student and student, staff and student, employee and employee, and other relationships with persons having business at, or visiting the educational or working environment.

Scope and Purpose of Policy

This policy is directed at verbal or physical conduct that constitutes discrimination/ harassment under state and federal law and is not directed at the content of speech. In cases in which verbal statements and other forms of expression are involved, Bemidji State University will give due consideration to an individuals constitutionally protected right to free speech and academic freedom. However, discrimination and harassment are not within the protections of academic freedom or free speech. Bemidji State University shall maintain and encourage full freedom, within the law, of expression, inquiry, teaching and research. Academic freedom comes with a responsibility that all members of our education community benefit from it without intimidation, exploitation or coercion.

This policy shall apply to all individuals affiliated with Bemidji State University, including but not limited to, its students, employees, applicants, volunteers, and agents, and Board of Trustees, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal. Individuals who violate this policy shall be subject to disciplinary or other corrective action.

This policy supersedes all university equal opportunity and nondiscrimination policies.

Definitions

Subpart A. Consensual Relationship. Consensual Relationship means a sexual or romantic relationship between two persons who voluntarily enter into such a relationship. Employees who are members of the same household should also refer to Board Policy 4.10, Nepotism.

Subpart B. Discrimination. Discrimination means conduct that is directed at an individual because of his or her protected class and that subjects the individual to different treatment by agents or employees so as to interfere with or limit the ability of the individual to participate in, or benefit from, the services, activities, or privileges provided by the system or colleges and universities or otherwise adversely affects the individual's employment or education.

Subpart C. Discriminatory Harassment. Discriminatory harassment means verbal or physical conduct that is directed at an individual because of his or her protected class, and that is sufficiently severe, pervasive, or persistent so as to have the purpose or effect of creating a hostile work or educational environment.

As required by law, Minnesota State Colleges and Universities further defines sexual harassment as a form of sexual discrimination which is prohibited by state and federal law. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical conduct, and other verbal or physical conduct of a sexual nature when:

- 1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the college or university; or
- 2) Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the college or university; or
- 3) Such conduct has the purpose or effect of threatening an individual's employment; interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Subpart D. Employee. Employee means any individual employed by Bemidji State University, including all faculty, staff, and administrators, teaching assistants, graduate assistants, residence directors and student employees.

Subpart E. Protected Class. For purposes of this policy:

- 1) Protected class includes race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, or gender expression. In addition, familial status and membership or activity in a local human rights commission are protected classes in employment.
- 2) This policy prohibits use of protected class status as a factor in decisions affecting education and employment where prohibited by federal or state law.

Subpart F. Retaliation. Retaliation includes, but is not limited to, intentionally engaging in any form of intimidation, reprisal or harassment against an individual because he or she:

- a) made a complaint under this policy;
- b) assisted or participated in any manner in an investigation, or process under this policy, regardless of whether a claim of discrimination or harassment is substantiated;
- c) associated with a person or group of persons who are disabled or are of a different race, color, creed, religion, sexual orientation, gender identity, gender expression, or national origin; or
- d) Made a complaint or assisted or participated in any manner in an investigation or process with the Equal Employment Opportunity Commission, the U.S. Department of Education Office for Civil Rights, the Minnesota Department of Human Rights or other enforcement agencies, under any federal or stated nondiscrimination law, including the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Minnesota Human Rights Act, Minn. Stat. Ch. 363A, and their amendments.

Retaliation may occur whether or not there is a power or authority differential between the individuals involved.

Subpart G. Sexual harassment and violence as sexual abuse. Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Minnesota law. In such situations, the system office and colleges and universities shall comply with the reporting requirements in Minnesota Statutes Section 626.556 (reporting of maltreatment of minors) and Minnesota Statutes Section 626.557 (Vulnerable Adult Protection Act). Nothing in this policy will prohibit any college or university or the system office from taking immediate action to protect victims of alleged sexual abuse. Board Policy 1B.3 Sexual Violence addresses sexual violence.

Subpart H. Student. For purposes of this policy, the term “student” includes all persons who:

1. Are enrolled in one or more courses, either credit or non-credit, through a college or university;
2. Withdraw, transfer or graduate, after an alleged violation of the student conduct code;
3. Are not officially enrolled for a particular term but who have a continuing relationship with the college or university;
4. Have been notified of their acceptance for admission or have initiated the process of

- application for admission or financial aid; or
5. Are living in a college or university residence hall although not enrolled in, or employed by, the institution.

Consensual Relationships

An employee of Bemidji State University shall not enter into a consensual relationship with a student or an employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence. In the event a relationship already exists, each college and university and system office shall develop a procedure to reassign evaluative authority as may be possible to avoid violations of this policy. This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a family or household member where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Retaliation

Retaliation as defined in this policy is prohibited in Bemidji State University. Any individual subject to this policy who intentionally engages in retaliation shall be subject to disciplinary or other corrective action as appropriate.

Procedures

Bemidji State University shall establish procedures to implement this policy. The equal opportunity and nondiscrimination in employment and education policy and procedures developed by Bemidji State University shall comply with Minnesota State Board Policy 1B.1 and Minnesota State Board Procedure 1B.1.1

Rationale

Bemidji State University has an enduring commitment to enhancing Minnesota's quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Bemidji State University is committed to a policy of equal opportunity and nondiscrimination in employment and education.

Bemidji State University's Report/Complaint of Discrimination/Harassment Investigation and Resolution Procedure

Bemidji State University has modified the Minnesota State 1B.1.1 Procedure to fit its own format for policies and procedures. It is entitled Report/Complaint of Discrimination/Harassment Investigation and Resolution Procedure and is reprinted as follows:

Policy Statement

This procedure is designed to further implement Bemidji State University's policy relating to nondiscrimination by providing a process through which individuals alleging violation of the Equal Opportunity and Nondiscrimination in Employment and Education policy may pursue a complaint. This includes allegations of retaliation, or discrimination or harassment based on sex, race, age, disability, color, creed, national origin, religion, sexual orientation, gender identity, gender expression, marital status, or status with regard to public assistance. In addition, discrimination in employment based on membership or activity in a local commission as defined by law is prohibited.

Scope and Purpose of Policy

Subpart A. Purpose

1. General information. This procedure shall apply to all individuals affiliated with Bemidji State University, including its students, employees, and applicants for employment, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation/reprisal.

Individuals who violate this procedure shall be subject to disciplinary or other corrective action.

A single act of discrimination or harassment may be based on more than one protected class status. For example, discrimination based on anti-Semitism may relate to religion, national origin, or both; discrimination against a pregnant woman might be based on sex, marital status, or both; discrimination against a transgender or transsexual individual might be based on sex or sexual orientation.

Not every act that may be offensive to an individual or group constitutes discrimination or harassment. Harassment includes action beyond the mere expression of views, words, symbols or thoughts that another individual finds offensive. To constitute a violation of the Equal Opportunity and Nondiscrimination in Employment Policy conduct must be considered sufficiently serious to deny or limit a student's or employee's ability to participate in or benefit from the services, activities, or privileges provided by Bemidji State University.

2. Consensual Relationships. Bemidji State University's Equal Opportunity and Nondiscrimination in Employment and Education prohibits consensual relationships between an employee and a student

or another employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence, whether or not both parties appear to have consented to the relationship, except as noted.

Examples of prohibited consensual relationships include, but are not limited to:

- An employee and a student if the employee is in a position to evaluate or otherwise significantly influence the student's education, employment, housing, participation in athletics, or any other college or university activity (employee includes, for example, graduate assistants, administrators, coaches, advisors, program directors, counselors and residence life staff);
- A faculty member and a student who is enrolled in the faculty member's course, who is an advisee of the faculty member, or whose academic work is supervised or evaluated by the faculty member; and
- A supervisor and an employee under the person's supervision.

A faculty member or other employee is prohibited from undertaking a romantic or sexual relationship or permitting one to develop with a student or supervisee who is enrolled in the person's class or is subject to that person's supervision or evaluation.

Subpart B. Scope.

1. Allegations of sexual violence. This procedure is not applicable to allegations of sexual violence; allegations of sexual violence are handled pursuant to Bemidji State University's Sexual Violence Policy and Response to Sexual Violence Policy.

2. Complaints not based on membership in a protected class. In addition, harassment and discrimination complaints not arising from alleged violations of the Equal Opportunity and Nondiscrimination in Employment Policy, are to be addressed under other appropriate policies and established practices.

3. Consensual relationships.

- a. If a consensual, romantic or sexual relationship exists between an employee and another individual and subsequent events create a supervisor/supervisee, faculty/student or similar relationship between them, the person with evaluative or supervisory authority is required to report the relationship to his or her supervisor so that evaluative functions can be reassigned if possible.
- b. This procedure does not cover consensual relationships between individuals that do not require one to exercise direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence over the other.
- c. This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a person with whom they have a consensual relationship

where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Definitions

The definitions in Bemidji State University's Equal Opportunity and Nondiscrimination in Employment and Education Policy also apply to this procedure.

Subpart A. Designated officer. Designated officer means an individual designated by the president or chancellor to be primarily responsible for conducting an initial inquiry, determining whether to proceed with an investigation under this procedure, and investigating or coordinating the investigation of reports and complaints of discrimination/harassment in accordance with this procedure.

Prior to serving as the designated officer, the individual must complete investigator training provided by the system office.

Subpart B. Decisionmaker. Decision maker means a high level administrator designated by the president or chancellor to review investigative reports, to make findings whether Bemidji State University's Equal Opportunity and Nondiscrimination in Employment and Education Policy has been violated based upon the investigation, and to determine the appropriate action for the institution to take based upon the findings.

Prior to serving as a decision maker for complaints under this policy and procedure, administrators must complete decision maker training provided by the system office.

Subpart C. Retaliation. Retaliation is as defined in Bemidji State University's Equal Opportunity and Nondiscrimination in Employment and Education policy.

Procedures

Part 1. Reporting Incidents of Discrimination/Harassment.

Subpart A. Reporting an incident. Any individual who believes she or he has been or is being subjected to conduct prohibited by the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy is encouraged to report the incident to the designated officer. The report/complaint should be brought as soon as possible after an incident occurs.

Any student, faculty member or employee who knows of, receives information about or receives a complaint of discrimination/harassment is strongly encouraged to report the information or complaint to the designated officer of the university.

Subpart B. Duty to report. Administrators and supervisors shall refer allegations of conduct that they reasonably believe may constitute discrimination or harassment under the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy to the designated officer, or in consultation with the designated officer may inquire into and resolve such matters.

Subpart C. Reports against a president. A report/complaint against a president of a college or university shall be filed with the system office. However, complaints against a president shall be processed by Bemidji State University if the president's role in the alleged incident was limited to a decision on a recommendation made by another administrator, such as tenure, promotion or non-renewal, and the president had no other substantial involvement in the matter.

Subpart D. Reports against system office employees or Board of Trustees. For reports/complaints that involve allegations against system office employees, the responsibilities identified in this procedure as those of the president are the responsibilities of the chancellor. Reports/complaints that involve allegations against the chancellor or a member of the Board of Trustees shall be referred to the chair or vice chair of the Board for processing. Such reports/complaints may be assigned to appropriate system personnel or outside investigatory assistance may be designated.

Subpart E. False statements prohibited. Any individual who is determined to have provided false information in filing a discrimination report/complaint or during the investigation of such a report/complaint may be subject to disciplinary or corrective action.

Subpart F. Withdrawn complaints. If a complainant no longer desires to pursue a complaint, Bemidji State University reserves the right to investigate and take appropriate action.

Part 2. Right to Representation

In accordance with federal law and applicable collective bargaining agreement and personnel plan language, represented employees may have the right to request and receive union representation during an investigatory meeting.

Nothing in this procedure is intended to expand, diminish or alter in any manner whatsoever any right or remedy available under a collective bargaining agreement, personnel plan or law. Any disciplinary action imposed as a result of an investigation conducted under this procedure will be processed in accordance with the applicable collective bargaining agreement or personnel plan.

Part 3. Investigation and Resolution

Bemidji State University has an affirmative duty to take timely and appropriate action to stop behavior prohibited by the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy, conduct investigations and take appropriate action to prevent recurring misconduct.

Subpart A. Personal resolution. This procedure neither prevents nor requires the use of informal resolution by an individual who believes he or she has been subject to conduct in violation of Bemidji

State University Equal Opportunity and Nondiscrimination in Employment and Education Policy. In such a situation, the individual should clearly explain to the alleged offender as soon as possible after the incident that the behavior is objectionable and must stop. If the behavior does not stop or if the individual believes retaliation may result from the discussion, the individual should report to the designated officer. Under no circumstance shall an individual be required to use personal resolution to address prohibited behaviors.

Subpart B. Information privacy. Confidentiality of information obtained during an investigation cannot be guaranteed; such information, however, will be handled in accordance with applicable federal and state data privacy laws.

Subpart C. Processing the complaint. The designated officer must be contacted in order to initiate a report/complaint under this procedure. The scope of the process used in each complaint/report shall be determined by the designated officer based on the complexity of the allegations, the number and relationship of individuals involved, and other pertinent factors.

1. **Jurisdiction.** The designated officer shall determine whether the report/complaint is one which should be processed through another system office or university procedure available to the complainant; if appropriate, the designated officer shall direct the complainant to that procedure as soon as possible.
2. **Conflicts.** The designated officer should identify to the president or chancellor/designee any real or perceived conflict of interest in proceeding as the designated officer for a specific complaint. If the president or chancellor/designee determines that a conflict exists, another designated officer shall be assigned.
3. **Information provided to complainant.** At the time the report/complaint is made, the designated officer shall:
 - a.) inform the complainant of the provisions of the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure;
 - b.) provide a copy of or Web address for the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure to the complainant;
 - c.) determine whether other individuals are permitted to accompany the complainant during investigatory interviews and the extent of their involvement; and
 - d.) inform the complainant of the provisions of Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy prohibiting retaliation.
4. **Complaint documentation.** The designated officer shall insure that the complaint is documented in writing. The designated officer may request, but not require the complainant

to document the complaint in writing using the complaint form of the university.

5. **Information provided to the respondent.** At the time initial contact is made with the respondent, the designated officer shall inform the respondent in writing of the existence and general nature of the complaint and the provisions of the nondiscrimination policy. At the initial meeting with the respondent, the designated officer shall:

- a.) provide a copy of or Web address for Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure to the respondent;
- b.) provide sufficient information to the respondent consistent with federal and state data privacy laws to allow the respondent to respond to the substance of the complaint;
- c.) explain to the respondent that in addition to being interviewed by the designated officer, the respondent may provide a written response to the allegations;
- d.) determine whether other individuals are permitted to accompany the respondent during investigative interviews and the extent of their involvement; and
- e.) inform the respondent of the provisions of Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy prohibiting retaliation.

6. **Investigatory process.** The designated officers shall:

- a.) conduct a fact-finding inquiry or investigation into the complaint, including appropriate interviews and meetings;
- b.) inform the witnesses and other involved individuals of the prohibition against retaliation;
- c.) create, gather and maintain investigative documentation as appropriate;
- d.) disclose appropriate information to others only on a need to know basis consistent with state and federal law, and provide a data privacy notice in accordance with state law; and
- e.) handle all data in accordance with applicable federal and state privacy laws.

7. **Interim actions**

- a.) **Employee reassignment or administrative leave.** Under appropriate circumstances, the president or chancellor may, in consultation with system legal counsel and labor relations, reassign or place an employee on administrative leave at any point in time during the report/complaint process. In determining whether to place an employee on administrative leave or reassignment, consideration shall be given to the nature of the alleged behavior, the relationships between the parties, the context in which the

alleged incidents occurred and other relevant factors. Any action taken must be consistent with the applicable collective bargaining agreement or personnel plan.

- b.) Student summary suspension or other action.** Under appropriate circumstances, the president or designee may, in consultation with system legal counsel, summarily suspend a student at any point in time during the report/complaint process. A summary suspension may be imposed only in accordance with Board Policy 3.6 and associated system procedures. After the student has been summarily suspended, the report/complaint process should be completed within the shortest reasonable time period, not to exceed nine (9) class days.

During the summary suspension, the student may not enter the campus or participate in any college or university activities without obtaining prior permission from the president or designee. Other temporary measures may be taken in lieu of summary suspension where the president or designee determines such measures are appropriate.

8. **No basis to proceed.** At any point during the processing of the complaint, the designated officer may determine that there is no basis to proceed under Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy. The designated officer shall refer the complaint as appropriate. The designated officer shall notify the complainant and respondent of the outcome as appropriate, in accordance with applicable data privacy laws.
9. **Timely Completion.** Colleges, universities and the system office must provide resources sufficient to complete the investigative process and issue a written response within 60 days after a complaint is made, unless reasonable cause for delay exists. The designated officer shall notify the complainant and respondent if the written response is not expected to be issued within the 60 day period. The college, university or system office must meet any applicable shorter time periods, including those provided in the applicable collective bargaining agreement.

Subpart D. Resolution. After processing the complaint the designated officer may consider one or more of the following methods to resolve the complaint as appropriate:

1. conduct or coordinate education/training;
2. facilitate voluntary meetings between the parties;
3. recommend separation of the parties, after consultation with appropriate system office or university personnel;
4. other possible outcomes may include recommending changes in workplace assignments, enrollment in a different course or program, or other appropriate action;

5. the system office or university may use alternative dispute resolution or mediation services as a method of resolving discrimination or harassment complaints. Alternative dispute resolution and mediation options require the voluntary participation of all parties to the complaint;
6. upon completion of the inquiry, the designated officer may dismiss or refer the complaint to others as appropriate.

Subpart E. Decision process. If the above methods have not resolved the complaint within a reasonable period of time to the satisfaction of the designated officer, or the designated officer feels additional steps should be taken, the procedures in this subpart shall be followed.

1. **Designated officer.** The designated officer shall:
 - a.) prepare an investigation report and forward it to the decisionmaker for review and decision;
 - b.) take additional investigative measures as requested by the decisionmaker; and
 - c.) be responsible for coordinating responses to requests for information contained in an investigation report in accordance with the Minnesota Government Data Practices Act and other applicable law including, but not limited to, the Family Educational Rights and Privacy Act (FERPA). In determining the appropriate response, the designated officer shall consult with the campus data practice compliance official and/or the Office of General Counsel.
2. **Decisionmaker.** After receiving the investigation report prepared by the designated officer, the decisionmaker shall:
 - a.) determine whether additional steps should be taken prior to making the decision. Additional steps may include:
 1. a request that the designated officer conduct further investigative measures;
 2. a meeting with the complainant, respondent or other involved individuals. If a meeting involving a represented employee is convened, the complainant or respondent may choose to be accompanied by the bargaining unit representative, in accordance with the applicable collective bargaining agreement and federal and state law; and
 3. a request for additional information which may include a written response from the complainant or respondent relating to the allegations of the complaint.

- b.) take other measures deemed necessary to determine whether a violation of the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy has been established;
- c.) when making the decision, take into account the totality of the circumstances, including the nature and extent of the behaviors, the relationship(s) between the parties, the context in which the alleged incident(s) occurred, and other relevant factors;
- d.) determine the nature, scope and timing of disciplinary or corrective action and the process for implementation if a violation of the nondiscrimination policy occurs. This may include consultation with human resources or supervisory personnel to determine appropriate discipline;
- e.) As appropriate, consistent with applicable state and federal data privacy laws, report in writing to the complainant, respondent and the designated officer her or his findings, and the basis for those findings, as to whether the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy has been violated.
- f.) Conduct that is determined not to have violated the Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy shall be referred to another procedure for further action, if appropriate.

Part 4. System Office or University Action.

The system office, college, or university shall take the appropriate corrective action based on results of the investigation, and the designated officer shall make appropriate inquiries to ascertain the effectiveness of any corrective or disciplinary action. Complainants are encouraged to report any subsequent conduct that violates Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy, as well as allegations of retaliation.

Written notice to parties relating to discipline, resolutions, and/or final dispositions resulting from the report/complaint process is deemed to be official correspondence from the system office or university. In accordance with state law, the system office or university is responsible for filing the complaint disposition concerning complaints against employees with the Commissioner of Employee Relations within 30 days of final disposition.

Part 5. Appeal.

Subpart A. Filing an appeal. The complainant or the respondent may appeal the decision of the decisionmaker. An appeal must be filed in writing with the president or designee within ten (10) business days after notification of the decision. The appeal must state specific reasons why the

complainant or respondent believes the decision was improper. In a complaint against a president or other official who reports directly to the chancellor, an appeal may be considered by the chancellor whether or not the chancellor served as the decisionmaker.

Subpart B. Effect of review. For employees represented by a collective bargaining agreement, an appeal under this procedure is separate and distinct from, and is not in any way related to, any contractual protections or procedures. During the pendency of the appeal disciplinary or corrective action taken as a result of the decision shall be enforced. In addition, in cases involving sanctions of suspension for ten (10) days or longer, students shall be informed of their right to a contested case hearing under Minnesota Statutes§14.

Subpart C. Appeal process. The president or designee shall review the record and determine whether to affirm or modify the decision. The president or designee may receive additional information if the president or designee believes such information would aid in the consideration of the appeal. The decision on appeal shall be made within a reasonable time and the complainant, respondent and designated officer shall be notified in writing of the decision, consistent with applicable state and federal data privacy laws. The decision on appeal exhausts the complainant's and respondent's administrative remedies under this procedure except as provided herein.

Part 6. Education and Training.

The system office and universities shall provide education and training programs to promote awareness and prevent discrimination/harassment, such as educational seminars, peer-to-peer counseling, operation of hotlines, self-defense courses, and informational resources. Education and training programs should include education about Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure. The university shall promote awareness of Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure, and shall publicly identify the designated officer.

Part 7. Distribution of Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and Procedure.

Information regarding Bemidji State University Equal Opportunity and Nondiscrimination in Employment and Education Policy and this procedure shall, at a minimum, be distributed to students at the time of registration and to employees at the beginning of employment.

Distribution may be accomplished by posting on an internet Web site, provided all students and employees are directly notified of how to access the policy and procedure by an exact address, and that they may request a paper copy. Copies of the policy and procedure shall be conspicuously posted at appropriate locations at the system office and on college and university campuses at all times and shall include the designated officers' names, locations and telephone numbers.

Designated officers also must be identified by name, location and phone number in informational publications such as student catalogs, student and employee handbooks, bulletin boards, campus Web sites and other appropriate public announcements.

Part 8. Maintenance of Report/Complaint Procedure Documentation.

During and upon the completion of the complaint process, the complaint file shall be maintained in a secure location in the office of the designated officer for the system office, college or university in accordance with the applicable records retention schedule. Access to the data shall be in accordance with the respective collective bargaining agreement or personnel plan, the Minnesota Government Data Practices Act, the Family Educational Rights and Privacy Act or other applicable law.

Rationale

Bemidji State University has an enduring commitment to enhancing Minnesota's quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Bemidji State University is committed to a policy of equal opportunity and nondiscrimination in employment and education.

Northwest Technical College's Equal Opportunity and Nondiscrimination in Employment and Education Policy

Northwest Technical College follows the system-wide 1B.1 Equal Opportunity and Non-discrimination in Employment and Education Policy. The specific language for that policy and the 1B.1.1 procedure are included below.

Part 1. Policy Statement.

Subpart A. Equal opportunity for students and employees. Minnesota State Colleges and Universities has an enduring commitment to enhancing Minnesota's quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Minnesota State Colleges and Universities is committed to a policy of equal opportunity and nondiscrimination in employment and education.

Subpart B. Nondiscrimination. No person shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in, programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, or gender

expression. In addition, discrimination in employment based on membership or activity in a local commission as defined by law is prohibited.

Harassment on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, or gender expression is prohibited. Harassment may occur in a variety of relationships, including faculty and student, supervisor and employee, student and student, staff and student, employee and employee, and other relationships with persons having business at, or visiting the educational or working environment.

This policy is directed at verbal or physical conduct that constitutes discrimination/harassment under state and federal law and is not directed at the content of speech. In cases in which verbal statements and other forms of expression are involved, Minnesota State Colleges and Universities will give due consideration to an individual's constitutionally protected right to free speech and academic freedom. However, discrimination and harassment are not within the protections of academic freedom or free speech.

The system office, colleges, and universities shall maintain and encourage full freedom, within the law, of expression, inquiry, teaching and research. Academic freedom comes with a responsibility that all members of our education community benefit from it without intimidation, exploitation or coercion.

This policy shall apply to all individuals affiliated with Minnesota State Colleges and Universities, including but not limited to its students, employees, applicants, volunteers, agents, and Board of Trustees, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal. Individuals who violate this policy shall be subject to disciplinary or other corrective action.

This policy supersedes all existing system, college, and university equal opportunity and nondiscrimination policies.

Part 2. Definitions.

Subpart A. Consensual Relationship. Consensual relationship means a sexual or romantic relationship between two persons who voluntarily enter into such a relationship. Employees who are members of the same household should also refer to the Board Policy 4.10, of Trustees Nepotism policy 4.10.

Subpart B. Discrimination. Discrimination means conduct that is directed at an individual because of his or her protected class and that subjects the individual to different treatment by agents or employees so as to interfere with or limit the ability of the individual to participate in, or benefit from, the services, activities, or privileges provided by the system or colleges and universities or otherwise adversely affects the individual's employment or education.

Subpart C. Discriminatory harassment. Discriminatory harassment means verbal or physical conduct that is directed at an individual because of his or her protected class, and that is sufficiently

severe, pervasive, or persistent so as to have the purpose or effect of creating a hostile work or educational environment.

As required by law, Minnesota State Colleges and Universities further defines sexual harassment as a form of sexual discrimination which is prohibited by state and federal law. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical conduct, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the college or university; or
- Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the college or university; or
- Such conduct has the purpose or effect of threatening an individual's employment; interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Subpart D. Employee. Employee means any individual employed by Minnesota State Colleges and Universities, including all faculty, staff, administrators, teaching assistants, graduate assistants, residence directors and student employees.

Subpart E. Protected class. For purposes of this policy:

- Protected class includes race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, or gender expression. In addition, membership or activity in a local human rights commission is a protected class in employment.
- This policy prohibits use of protected class status as a factor in decisions affecting 96 education and employment where prohibited by federal or state law.

Subpart F. Retaliation. Retaliation includes, but is not limited to, intentionally engaging in any form of intimidation, reprisal or harassment against an individual because he or she:

- Made a complaint under this policy;
- Assisted or participated in any manner in an investigation, or process under this policy, regardless of whether a claim of discrimination or harassment is substantiated;
- Associated with a person or group of persons with a disability or are of a different race, color, creed, religion, sexual orientation, gender identity, gender expression, or national origin; or
- Made a complaint or assisted or participated in any manner in an investigation or process with the Equal Employment Opportunity Commission, the U.S. Department of Education Office for Civil Rights, the Minnesota Department of Human Rights or other enforcement

colleges/universities, under any federal or stated nondiscrimination law, including the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Minnesota Human Rights Act, Minn. Stat. Ch. 363A, and their amendments.

Retaliation may occur whether or not there is a power or authority differential between the individuals involved.

Subpart G. Sexual harassment and violence as sexual abuse. Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Minnesota law. In such situations, the system office and colleges and universities shall comply with the reporting requirements in Minnesota Statutes Section 626.556 (reporting of maltreatment of minors) and Minnesota Statutes Section 626.557 (Vulnerable Adult Protection Act). Nothing in this policy will prohibit any college or university or the system office from taking immediate action to protect victims of alleged sexual abuse. Board Policy 1B.3 Sexual Violence addresses sexual violence.

Subpart H. Student. For purposes of this policy, the term “student” includes all persons who:

- Are enrolled in one or more courses, either credit or non-credit, through a college or university;
- Withdraw, transfer or graduate, after an alleged violation of the student conduct code;
- Are not officially enrolled for a particular term but who have a continuing relationship with the college or university;
- Have been notified of their acceptance for admission or have initiated the process of application for admission or financial aid; or
- Are living in a college or university residence hall although not enrolled in, or employed by, the institution.

Part 3. Consensual Relationships. An employee of Minnesota State Colleges and Universities shall not enter into a consensual relationship with a student or an employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence. In the event a relationship already exists, each college and university and system office shall develop a procedure to reassign evaluative authority as may be possible to avoid violations of this policy. This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a family or household member where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Part 4. Retaliation. Retaliation as defined in this policy is prohibited in the system office, colleges and universities. Any individual subject to this policy who intentionally engages in retaliation shall be subject to disciplinary or other corrective action as appropriate.

Part 5. Policies and procedures. The chancellor shall establish procedures to implement this policy. The equal opportunity and nondiscrimination in employment and education policy and procedures of colleges and universities shall comply with Board Policy 1B.1 and Procedure 1B.1.1.

Northwest Technical College's Report/Complaint of Discrimination/Harassment Investigation and Resolution Procedure

Northwest Technical College follows the system-wide 1B.1.1 Report/Complaint of Discrimination/Harassment Investigation and Resolution Procedure. The specific language for that procedure is included below.

Part 1. Purpose and applicability.

Subpart A. Purpose. This procedure is designed to further implement Minnesota State Colleges and Universities policies relating to nondiscrimination by providing a process through which individuals alleging violation of Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education may pursue a complaint. This includes allegations of retaliation, or discrimination or harassment based on sex, race, age, disability, color, creed, national origin, religion, sexual orientation, gender identity, gender expression, marital status, familial status, or status with regard to public assistance. In addition, discrimination in employment based on membership or activity in a local human rights commission as defined by law is prohibited.

Subpart B. Applicability. This procedure shall apply to all individuals affiliated with Minnesota State Colleges and Universities, including its students, employees, and applicants for employment, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation/reprisal. Individuals who violate this procedure shall be subject to disciplinary or other corrective action.

A single act of discrimination or harassment may be based on more than one protected class status. For example, discrimination based on anti-Semitism may relate to religion, national origin, or both; discrimination against a pregnant woman might be based on sex, marital status, or both; discrimination against a transgender or transsexual individual might be based on sex or sexual orientation.

Not every act that may be offensive to an individual or group constitutes discrimination or harassment. Harassment includes action beyond the mere expression of views, words, symbols or thoughts that another individual finds offensive. To constitute a violation of Board Policy 1B.1, conduct must be considered sufficiently serious to deny or limit a student's or employee's ability to participate in or benefit from the services, activities, or privileges provided by Minnesota State Colleges and Universities.

Subpart C. Scope. This procedure is not applicable to allegations of sexual violence; allegations of sexual violence are handled pursuant to Board Policy 1B.3 Sexual Violence and System Procedure 1B.3.1. In addition, harassment and discrimination complaints not arising from alleged violations of Board Policy 1B.1, are to be addressed under other appropriate policies and established practices.

Part 2. Definitions. The definitions in Board Policy 1B.1 also apply to this procedure.

Subpart A. Designated officer. Designated officer means an individual designated by the president or chancellor to be primarily responsible for conducting an initial inquiry, determining whether to proceed with an investigation under this procedure, and investigating or coordinating the investigation of reports and complaints of discrimination/harassment in accordance with this procedure.

Prior to serving as the designated officer, the individual must complete investigator training provided by the system office.

Subpart B. Decision-maker. Decision-maker means a high level administrator designated by the president or chancellor to review investigative reports, to make findings whether Board Policy 1B.1 has been violated based upon the investigation, and to determine the appropriate action for the institution to take based upon the findings.

Prior to serving as a decision-maker for complaints under this procedure, administrators must complete decision-maker training provided by the system office.

Subpart C. Retaliation. Retaliation is as defined in Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education policy.

Part 3. Consensual relationships. Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education prohibits consensual relationships between an employee and a student or another employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence, whether or not both parties appear to have consented to the relationship, except as noted.

Examples of prohibited consensual relationships include, but are not limited to:

- An employee and a student if the employee is in a position to evaluate or otherwise significantly influence the student's education, employment, housing, participation in athletics, or any other college or university activity (employee includes, for example, graduate assistants, administrators, coaches, advisors, program directors, counselors and residence life staff);
- A faculty member and a student who is enrolled in the faculty member's course, who is an advisee of the faculty member, or whose academic work is supervised or evaluated by the faculty member; and
- A supervisor and an employee under the person's supervision.

A faculty member or other employee is prohibited from undertaking a romantic or sexual relationship or permitting one to develop with a student or supervisee who is enrolled in the person's class or is subject to that person's supervision or evaluation.

If a consensual, romantic or sexual relationship exists between an employee and another individual and subsequent events create a supervisor/supervisee, faculty/student or similar relationship between them, the person with evaluative or supervisory authority is required to report the relationship to his or her supervisor so that evaluative functions can be reassigned if possible.

This procedure does not cover consensual relationships between individuals that do not require one to exercise direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence over the other.

This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a person with whom they have a consensual relationship where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Part 4. Reporting incidents of discrimination/harassment.

Subpart A. Reporting an incident. Any individual who believes she or he has been or is being subjected to conduct prohibited by Board Policy 1B.1 is encouraged to report the incident to the designated officer. The report/complaint should be brought as soon as possible after an incident occurs.

Any student, faculty member or employee who knows of, receives information about or receives a complaint of discrimination/harassment is strongly encouraged to report the information or complaint to the designated officer of the system office, college, or university.

Subpart B. Duty to report. Administrators and supervisors shall refer allegations of conduct that they reasonably believe may constitute discrimination or harassment under Board Policy 1B.1 to the designated officer, or in consultation with the designated officer may inquire into and resolve such matters.

Subpart C. Reports against a president. A report/complaint against a president of a college or university shall be filed with the system office. However, complaints against a president shall be processed by the college or university if the president's role in the alleged incident was limited to a decision on a recommendation made by another administrator, such as tenure, promotion or non-renewal, and the president had no other substantial involvement in the matter.

Subpart D. Reports against system office employees or Board of Trustees. For reports/complaints that involve allegations against system office employees, the responsibilities identified in this procedure as those of the president are the responsibilities of the chancellor. Reports/complaints that involve allegations against the chancellor or a member of the Board of Trustees shall be referred to the chair or vice chair of the Board for processing. Such reports/complaints may be assigned to appropriate system personnel or outside investigatory assistance may be designated.

Subpart E. False statements prohibited. Any individual who is determined to have provided false information in filing a discrimination report/complaint or during the investigation of such a report/complaint may be subject to disciplinary or corrective action.

Subpart F. Withdrawn complaints. If a complainant no longer desires to pursue a complaint, the system office, colleges, and universities reserve the right to investigate and take appropriate action.

Part 5. Right to representation. In accordance with federal law and applicable collective bargaining agreement and personnel plan language, represented employees may have the right to request and receive union representation during an investigatory meeting.

Nothing in this procedure is intended to expand, diminish or alter in any manner whatsoever any right or remedy available under a collective bargaining agreement, personnel plan or law. Any disciplinary action imposed as a result of an investigation conducted under this procedure will be processed in accordance with the applicable collective bargaining agreement or personnel plan.

Part 6. Investigation and Resolution. The system office, college or university has an affirmative duty to take timely and appropriate action to stop behavior prohibited by Board Policy 1B.1, conduct investigations and take appropriate action to prevent recurring misconduct.

Subpart A. Personal resolution. This procedure neither prevents nor requires the use of informal resolution by an individual who believes he or she has been subject to conduct in violation of Board Policy 1B.1. In such a situation, the individual should clearly explain to the alleged offender as soon as possible after the incident that the behavior is objectionable and must stop. If the behavior does not stop or if the individual believes retaliation may result from the discussion, the individual should report to the designated officer. Under no circumstance shall an individual be required to use personal resolution to address prohibited behaviors.

Subpart B. Information privacy. Confidentiality of information obtained during an investigation cannot be guaranteed; such information, however, will be handled in accordance with applicable federal and state data privacy laws.

Subpart C. Processing the complaint. The designated officer must be contacted in order to initiate a report/complaint under this procedure. The scope of the process used in each complaint/report shall be determined by the designated officer based on the complexity of the allegations, the number and relationship of individuals involved, and other pertinent factors.

- **Jurisdiction.** The designated officer shall determine whether the report/complaint is one which should be processed through another system office, college or university procedure available to the complainant; if appropriate, the designated officer shall direct the complainant to that procedure as soon as possible.
- **Conflicts.** The designated officer should identify to the president or chancellor/designee any real or perceived conflict of interest in proceeding as the designated officer for a specific complaint. If the president or chancellor/designee determines that a conflict exists, another designated officer shall be assigned.
- **Information provided to complainant.** At the time the report/complaint is made, the designated officer shall:
 - Inform the complainant of the provisions of the Board Policy 1B.1 and this procedure;

- Provide a copy of or Web address for Board Policy 1B.1 and this procedure to the complainant;
- Determine whether other individuals are permitted to accompany the complainant during investigatory interviews and the extent of their involvement; and
- Inform the complainant of the provisions of Board Policy 1B.1 prohibiting retaliation.
- Complaint documentation. The designated officer shall insure that the complaint is documented in writing. The designated officer may request, but not require the complainant to document the complaint in writing using the complaint form of the system office, college or university.
- Information provided to the respondent. At the time initial contact is made with the respondent, the designated officer shall inform the respondent in writing of the existence and general nature of the complaint and the provisions of the nondiscrimination policy. At the initial meeting with the respondent, the designated officer shall:
 - Provide a copy of or Web address for Board Policy 1B.1 and this procedure to the respondent;
 - Provide sufficient information to the respondent consistent with federal and state data privacy laws to allow the respondent to respond to the substance of the complaint;
 - Explain to the respondent that in addition to being interviewed by the designated officer, the respondent may provide a written response to the allegations;
 - Determine whether other individuals are permitted to accompany the respondent during investigative interviews and the extent of their involvement; and
 - Inform the respondent of the provisions of Board Policy 1B.1 prohibiting retaliation.
- Investigatory process. The designated officer shall:
 - Conduct a fact-finding inquiry or investigation into the complaint, including appropriate interviews and meetings;
 - Inform the witnesses and other involved individuals of the prohibition against retaliation;
 - Create, gather and maintain investigative documentation as appropriate;
 - Disclose appropriate information to others only on a need to know basis consistent with state and federal law, and provide a data privacy notice in accordance with state law; and
 - Handle all data in accordance with applicable federal and state privacy laws.
- Interim actions.
 - Employee reassignment or administrative leave. Under appropriate circumstances, the president or chancellor may, in consultation with system legal counsel and labor relations, reassign or place an employee on administrative leave at any point in time during the report/complaint process. In determining whether to place an employee on

administrative leave or reassignment, consideration shall be given to the nature of the alleged behavior, the relationships between the parties, the context in which the alleged incidents occurred and other relevant factors. Any action taken must be consistent with the applicable collective bargaining agreement or personnel plan.

- Student summary suspension or other action. Under appropriate circumstances, the president or designee may, in consultation with system legal counsel, summarily suspend a student at any point in time during the report/complaint process. A summary suspension may be imposed only in accordance with Board Policy 3.6 and associated system procedures. After the student has been summarily suspended, the report/complaint process should be completed within the shortest reasonable time period, not to exceed nine (9) class days. During the summary suspension, the student may not enter the campus or participate in any college or university activities without obtaining prior permission from the president or designee. Other temporary measures may be taken in lieu of summary suspension where the president or designee determines such measures are appropriate.
- No basis to proceed. At any point during the processing of the complaint, the designated officer may determine that there is no basis to proceed under Board Policy 1B.1. The designated officer shall refer the complaint as appropriate. The designated officer shall notify the complainant and respondent of the outcome as appropriate, in accordance with applicable data privacy laws.
- Timely Completion. Colleges, universities and the system office must provide resources sufficient to complete the investigative process and issue a written response within 60 days after a complaint is made, unless reasonable cause for delay exists. The designated officer shall notify the complainant and respondent if the written response is not expected to be issued within the 60 day period. The college, university or system office must meet any applicable shorter time periods, including those provided in the applicable collective bargaining agreement.

Subpart D. Resolution. After processing the complaint the designated officer may consider one or more of the following methods to resolve the complaint as appropriate:

- Conduct or coordinate education/training;
- Facilitate voluntary meetings between the parties;
- Recommend separation of the parties, after consultation with appropriate system office, college or university personnel;
- Other possible outcomes may include recommending changes in workplace assignments, enrollment in a different course or program, or other appropriate action;
- The system office, college or university may use alternative dispute resolution or mediation services as a method of resolving discrimination or harassment complaints. Alternative dispute resolution and mediation options require the voluntary participation of all parties to the complaint;

- Upon completion of the inquiry, the designated officer may dismiss or refer the complaint to others as appropriate.

Subpart E. Decision process. If the above methods have not resolved the complaint within a reasonable period of time to the satisfaction of the designated officer, or the designated officer feels additional steps should be taken, the procedures in this subpart shall be followed.

Designated officer. The designated officer shall:

- Prepare an investigation report and forward it to the decision-maker for review and decision;
- Take additional investigative measures as requested by the decision-maker; and
- Be responsible for coordinating responses to requests for information contained in an investigation report in accordance with the Minnesota Government Data Practices Act and other applicable law including, but not limited to the Family Educational Rights and Privacy Act (FERPA). In determining the appropriate response, the designated officer shall consult with the campus data practice compliance official and/or the Office of General Counsel.

Decision-maker. After receiving the investigation report prepared by the designated officer, the decision-maker shall:

- Determine whether additional steps should be taken prior to making the decision. Additional steps may include:
 - A request that the designated officer conduct further investigative measures;
 - A meeting with the complainant, respondent or other involved individuals. If a meeting involving a represented employee is convened, the complainant or respondent may choose to be accompanied by the bargaining unit representative, in accordance with the applicable collective bargaining agreement and federal and state law; and
 - A request for additional information which may include a written response from the complainant or respondent relating to the allegations of the complaint.
- Take other measures deemed necessary to determine whether a violation of Board Policy 1B.1 has been established;
- When making the decision, take into account the totality of the circumstances, including the nature and extent of the behaviors, the relationship(s) between the parties, the context in which the alleged incident(s) occurred, and other relevant factors;
- Determine the nature, scope and timing of disciplinary or corrective action and the process for implementation if a violation of the nondiscrimination policy occurs. This may include consultation with human resources or supervisory personnel to determine appropriate discipline;
- As appropriate, consistent with applicable state and federal data privacy laws, report in writing to the complainant, respondent and the designated officer her or his findings, and the basis for those findings, as to whether Board policy 1B.1 has been violated; and

- Conduct that is determined not to have violated Board policy 1B.1 shall be referred to another procedure for further action, if appropriate.

Part 7. System office, college, or university action. The system office, college, or university shall take the appropriate corrective action based on results of the investigation, and the designated officer shall make appropriate inquiries to ascertain the effectiveness of any corrective or disciplinary action. Complainants are encouraged to report any subsequent conduct that violates Board Policy 1B1.1, as well as allegations of retaliation.

Written notice to parties relating to discipline, resolutions, and/or final dispositions resulting from the report/complaint process is deemed to be official correspondence from the system office, college or university. In accordance with state law, the system office, college or university is responsible for filing the complaint disposition concerning complaints against employees with the Commissioner of Employee Relations within 30 days of final disposition.

Part 8. Appeal.

Subpart A. Filing an appeal. The complainant or the respondent may appeal the decision of the decision-maker. An appeal must be filed in writing with the president or designee within ten (10) business days after notification of the decision. The appeal must state specific reasons why the complainant or respondent believes the decision was improper. In a complaint against a president or other official who reports directly to the chancellor, an appeal may be considered by the chancellor whether or not the chancellor served as the decision-maker.

Subpart B. Effect of review. For employees represented by a collective bargaining agreement, an appeal under this procedure is separate and distinct from, and is not in any way related to, any contractual protections or procedures. During the pendency of the appeal disciplinary or corrective action taken as a result of the decision shall be enforced. In addition, in cases involving sanctions of suspension for ten (10) days or longer, students shall be informed of their right to a contested case hearing under Minnesota Statutes §14.

Subpart C. Appeal process. The president or designee shall review the record and determine whether to affirm or modify the decision. The president or designee may receive additional information if the president or designee believes such information would aid in the consideration of the appeal. The decision on appeal shall be made within a reasonable time and the complainant, respondent and designated officer shall be notified in writing of the decision, consistent with applicable state and federal data privacy laws. The decision on appeal exhausts the complainant's and respondent's administrative remedies under this procedure except as provided herein.

Part 9. Education and training. The system office, colleges and universities shall provide education and training programs to promote awareness and prevent discrimination/harassment, such as educational seminars, peer-to-peer counseling, operation of hotlines, self-defense courses, and informational resources. Education and training programs should include education about Board Policy 1B.1 and this procedure. All colleges and universities and the system office shall promote awareness of Board Policy 1B.1 and this procedure, and shall publicly identify the designated officer.

Part 10. Distribution of board policy 1B.1 and this procedure. Information regarding Board Policy 1B.1 and this procedure shall, at a minimum, be distributed to students at the time of registration and to employees at the beginning of employment. Distribution may be accomplished by posting on an internet website, provided all students and employees are directly notified of how to access the policy and procedure by an exact address, and that they may request a paper copy. Copies of the policy and procedure shall be conspicuously posted at appropriate locations at the system office and on college and university campuses at all times and shall include the designated officers' names, locations and telephone numbers.

Designated officers also must be identified by name, location and phone number in informational publications such as student catalogs, student and employee handbooks, bulletin boards, campus websites and other appropriate public announcements.

Part 11. Maintenance of report/complaint procedure documentation. During and upon the completion of the complaint process, the complaint file shall be maintained in a secure location in the office of the designated officer for the system office, college or university in accordance with the applicable records retention schedule. Access to the data shall be in accordance with the respective collective bargaining agreement or personnel plan, the Minnesota Government Data Practices Act, the Family Educational Rights and Privacy Act or other applicable law.

Statewide ADA Reasonable Accommodation Policy

Statewide HR/LR Policy #1433: ADA Reasonable Accommodation Policy

OBJECTIVE

The goals of this policy are:

- To ensure compliance with all applicable state and federal laws;
- To establish a written and readily accessible procedure regarding reasonable accommodation, including providing notice of this policy on all job announcements;
- To provide guidance and resources about reasonable accommodations;
- To provide a respectful interactive process to explore reasonable accommodations; and
- To provide a timely and thorough review process for requests for reasonable accommodation.

Policy Statement

State colleges/universities must comply with all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices. All state colleges/universities must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. Colleges/universities must provide reasonable accommodation when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job;
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee's job; and
- A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, office sponsored events).

Scope

This policy applies to all employees of the Executive Branch and classified employees in the Office of Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement System, and Teachers' Retirement System.

Definitions

Applicant- A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

Americans with Disabilities Act (ADA) Coordinator- Each college/university is required to appoint an ADA coordinator or designee, depending on college/university size, to direct and coordinate college/university compliance with Title I of the ADA.

Direct Threat- A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

Essential Functions- Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized and the individual is hired based on the employee's expertise.

Interactive Process- A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

Individual with a Disability- An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or

- Is regarded as having such impairment.

Qualified Individual with a Disability- An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

Major Life Activities- May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Medical Documentation- Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious. Medical documentation can be requested using the standardized [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#).

Reasonable Accommodation- An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment.
- Modifications or adjustments may include, but are not limited to:
 - Providing materials in alternative formats like large print or Braille;
 - Providing assistive technology, including information technology and communications equipment, or specially designed furniture;
 - Modifying work schedules or supervisory methods;
 - Granting breaks or providing leave;
 - Altering how or when job duties are performed;
 - Removing and/or substituting a marginal function;

- Moving to a different office space;
- Providing telework;
- Making changes in workplace policies;
- Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff;
- Removing an architectural barrier, including reconfiguring work spaces;
- Providing accessible parking;
- Providing a sign language interpreter; or
- Providing a reassignment to a vacant position.

Reassignment- Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show that it will be an undue hardship.

Support Person- Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

Undue Hardship- A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the college/university. A state college/university is not required to provide accommodations that would impose an undue hardship on the operation of the college/university.

Exclusions

N/A

Statutory References

- [Rehabilitation Act of 1973, Title 29 USC 701](#)
- [Americans with Disabilities Act \(1990\)](#)
- [29 C.F.R. 1630, Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act](#)

GENERAL STANDARDS AND EXPECTATIONS

Individuals who may request a reasonable accommodation include:

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified college/university employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the college/university must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

The college/university must abide by the Minnesota Government Data Practices Act, Chapter 13, in obtaining or sharing information related to accommodation requests.

How to request a reasonable accommodation

An college/university applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee's chain of command;
- College/university Affirmative Action Officer/Designee;
- College/university ADA Coordinator;
- College/university Human Resources Office;
- Any college/university official with whom the applicant has contact during the application, interview and/or selection process.

Timing of the request

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the college/university to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

Form of the request

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the college/university that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

College/university request forms can be found at: "Employee/Applicant Request for Reasonable Accommodation Form".

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the college/university ADA Coordinator for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the college/university must make appropriate arrangements without requiring a request in advance of each occasion.

The interactive process entails

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the college/university to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at <http://askjan.org/topics/interactive.htm>). This process is required when:

- The need for a reasonable accommodation is not obvious;
- The specific limitation, problem or barrier is unclear;
- An effective reasonable accommodation is not obvious;
- The parties are considering different forms of reasonable accommodation;
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the college/university. An individual may request that the college/university ADA Coordinator, a union representative, or support person be present.

The college/university ADA Coordinator shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- Prior to denying a request for accommodation.

College/university responsibilities for processing the request

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

Commissioner

The commissioner of the college/university or college/university head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

ADA Coordinator

The college/university ADA Coordinator is the college/university's decision maker for reasonable accommodation requests for all types of requests outside of the supervisors' and managers' authority. The college/university ADA Coordinator will work with the supervisor and manager, and where necessary, with college/university Human Resources, to implement the approved reasonable accommodation.

Supervisors and Managers

Colleges/universities have the authority to designate the level of management approval needed for reasonable accommodation requests for low-cost purchases. For example:

Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100. [Colleges/universities can adjust the dollar amount based on their needs]; and

Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace. [Colleges/universities can choose to delegate specific requests to supervisors or managers or require these types of requests to work through the college/university ADA Coordinator].

Analysis for processing requests

Before approving or denying a request for accommodation, the college/university decision maker with assistance from the college/university ADA Coordinator will:

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
 - Enable a qualified applicant with a disability to be considered for the position the individual desires;
 - Enable a qualified employee with a disability to perform the essential functions of the position; or
 - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities;
3. Determine whether the requested accommodation is reasonable;
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the college/university; and
5. Determine whether the reasonable accommodation will impose an undue hardship on the college/university's operations.

An employee's accommodation preference is always seriously considered, but the college/university is not obligated to provide the requestor's accommodation of choice, so long as it offers an effective accommodation, or determines that accommodation would cause an undue hardship.

Obtaining medical documentation in connection with a request for reasonable accommodation

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the college/university will not seek further medical documentation. If a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the college/university ADA Coordinator may require medical information showing that the requestor has a covered disability that requires accommodation. The college/university ADA Coordinator may request medical information in certain other circumstances. For example when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation;
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Where medical documentation is necessary, the college/university ADA Coordinator must make the request and use the Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider. The college/university ADA Coordinator must also obtain the requestor's completed and signed Authorization for Release of Medical Information before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the college/university receives the requested medical information.

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the college/university may deny the reasonable accommodation request. Colleges/universities must not request medical records; medical records are not appropriate documentation and cannot be accepted. **Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation.** Such a request will be made by the college/university ADA Coordinator, if appropriate.

Confidentiality requirements

Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the college/university ADA Coordinator. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the college/university ADA Coordinator.

The college/university ADA Coordinator may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or college/university HR staff who have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons;
- First aid and safety personnel may be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation;
- To consult with the State ADA Coordinator or Employment Law Counsel at MMB, or the Attorney General's Office about accommodation requests, denial of accommodation requests or purchasing of specific assistive technology or other resources; or
- Government officials assigned to investigate college/university compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

Accommodation Information

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the college/university ADA Coordinator.

General Information

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by college/university equal opportunity officials to maintain records and evaluate and report on the college/university's performance in hiring, retention, and processing reasonable accommodation requests.

Approval of requests for reasonable accommodation

As soon as the decision maker determines that a reasonable accommodation will be provided, the college/university ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the college/university ADA Coordinator.

Funding for reasonable accommodations

The college/university must specify how the college/university will pay for reasonable accommodations.

Procedures for reassignment as a reasonable accommodation

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

The college/university ADA Coordinator will work with college/university Human Resources staff and the requestor to identify appropriate vacant positions within the college/university for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are

none, the college/university will consider vacant lower level positions for which the individual is qualified. The EEOC recommends that the college/university consider positions that are currently vacant or will be coming open within at least the next 60 days.

Denial of requests for reasonable accommodation

The college/university ADA Coordinator must be contacted for assistance and guidance prior to denying any request for reasonable accommodation. The college/university may deny a request for reasonable accommodation where:

- The individual is not a qualified individual with a disability;
- The reasonable accommodation results in undue hardship or the individual poses a direct threat to the individual or others. Undue hardship and direct threat are determined on a case-by-case basis with guidance from the college/university ADA Coordinator; or
- Where no reasonable accommodation, including reassignment to a vacant position, will enable the employee to perform all the essential functions of the job.

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

Consideration of undue hardship

An interactive process must occur prior to the college/university making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis and only after consultation with the college/university's ADA Coordinator. In determining whether granting a reasonable accommodation will cause an undue hardship, the college/university considers factors such as the nature and cost of the accommodation in relationship to the size and resources of the college/university and the impact the accommodation will have on the operations of the college/university.

Colleges/universities may deny reasonable accommodations based upon an undue hardship. Prior to denying reasonable accommodation requests due to lack of financial resources, the college/university will consult with the State ADA Coordinator at MMB.

Determining direct threat

The determination that an individual poses a "direct threat," (i.e., a significant risk of substantial harm to the health or safety of the individual or others) which cannot be eliminated or reduced by a reasonable accommodation, must be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job with or without reasonable accommodation. A determination that an individual poses a direct threat cannot be based on fears, misconceptions, or stereotypes about the individual's disability. Instead, the college/university must

make a reasonable medical judgment, relying on the most current medical knowledge and the best available objective evidence.

In determining whether an individual poses a direct threat, the factors to be considered include:

- Duration of the risk;
- Nature and severity of the potential harm;
- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

Appeals process in the event of denial

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, colleges/universities must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by an college/university official;
- May include review by the State ADA Coordinator; and/or
- Must inform the requestor of the statutory right to file a charge with the Equal Employment Opportunity Commission or the Minnesota Department of Human Rights.

Information tracking and records retention

Colleges/universities must track reasonable accommodations requested and report once a year by September 1st to MMB the number and types of accommodations requested, approved, denied and other relevant information.

Colleges/universities must retain reasonable accommodation documentation according to the college/university's document retention schedule, but in all cases for at least one year from the date the record is made or the personnel action involved is taken, whichever occurs later. 29 C.F.R. § 1602.14.

RESPONSIBILITIES

Colleges/universities are responsible for the request:

- Adoption and implementation of this policy and development of reasonable accommodation procedures consistent with the guidance in this document.

MMB is responsible for:

- Provide advice and assistance to state colleges/universities and maintain this policy.

Please review the following forms:

- [Employee/Applicant Request for ADA Reasonable Accommodation](#)
- [Authorization of Release of Medical Information for ADA Reasonable Accommodations](#)
- [Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider](#)

REFERENCES

- [U.S. Equal Employment Opportunity Commission, *Enforcement Guidance*](#)
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).
- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and individuals with disabilities regarding reasonable accommodation and undue hardship).
- Disability-Related Inquiries and Medical Examinations of Employees (explains when it is permissible for employers to make disability-related inquiries or require medical examinations of employees).
- Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at 6-9, 8 FEP Manual (BNA) 4055:7371.

The [Genetic Information Nondiscrimination Act \(GINA\)](#) of 2008 and [M.S. 181.974](#) prohibit employers from using genetic information when making decisions regarding employment.

[Minnesota Human Rights Act \(MHRA\)](#) prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

The [Family and Medical Leave Act](#) is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

Executive Order 14-14, Providing for Increased Participation of Individuals with Disabilities in State Employment, directs colleges/universities to make efforts to hire more individuals with disabilities and report on progress.

CONTACTS

Equal Opportunity Office at Minnesota Management and Budget via ADA.MMB@state.mn.us

Request for Reasonable Accommodation Form

<p>State of Minnesota – (Agency) _____ Date: _____</p> <p>Employee/Applicant Request for Americans with Disabilities Act ("ADA") Reasonable Accommodation Form</p> <p>The State of Minnesota is committed to complying with the Americans with Disabilities Act ("ADA") and the Minnesota Human Rights Act ("MHRA"). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.</p> <p>Employee/Applicant Name: _____</p> <p>Job Title: _____</p> <p>Work Location: _____ Phone Number: _____</p> <p>Data Privacy Statement: This information may be used by your agency human resources representative, ADA Coordinator or designee, your agency legal counsel, or any other individual who is authorized by your agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your agency may refuse to provide a reasonable accommodation.</p> <p>Questions to clarify accommodation requested.</p> <p>What specific accommodation are you requesting? _____</p> <p>If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>If yes, please explain. _____</p>	<p>Questions to document the reason for the accommodation request (please attach additional pages if necessary).</p> <p>What, if any, job function are you having difficulty performing? _____</p> <p>What, if any, employment benefits are you having difficulty accessing? _____</p> <p>What limitation, as result of your physical or mental impairment, is interfering with your ability to perform your job or access an employment benefit? _____</p> <p>If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job? _____</p> <p>Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.</p> <div style="border: 1px solid black; padding: 5px;"><p>This form does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: Information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.</p></div>
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Employee/Applicant Request for ADA Reasonable Accommodation Form

Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

A copy of the college/university's weather and emergency evacuation plans can be found at:
http://www.bemidjistate.edu/offices/safety/emergency_preparedness/ .

Distributed throughout the campus are Emergency Procedures Guides that list guidelines for reasonable individual actions and responses to the types of emergency situations most likely to occur on campus, including evacuations and relocations from buildings. The guide lists the E-911 address and the designated internal and external relocation site for each building.

Building occupants are directed to the internal relocation site for emergency situations requiring shelter, such as severe weather.

Building occupants are directed to the external relocation site for emergency situations requiring them to leave the building, such as fires or hazardous material spills.

Individuals who are not able to relocate from a building due to physical mobility issues or other reasons will be directed to take shelter in the nearest stairwell, close the door to the stairwell, and wait for assistance. Alternatively, they can take refuge in the closest room, close the door, and if possible use towels or other items to prevent smoke from coming in under the door. If possible, they should contact 911 or BSU Public Safety, 218-755-3888, or take other actions to inform responders of their location.

Everyone has a responsibility to develop their own personal emergency evacuation plans; this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee at Bemidji State University/Northwest Technical College will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and their supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, they and individuals with disabilities should contact the Bemidji State University/Northwest Technical College contact(s) below to request the type of assistance they may need.

Debra Peterson, Assistant to the President for Affirmative Action and Institutional Accreditation (Interim), Deputy 315, Bemidji State University, 218-755-4121, Debra.Peterson@bemidjistate.edu

Christian Brezczinski, Advising and Accommodations Coordinator, Decker Hall 202, Bemidji State University, 218-755-3883, Christian.Breczinski@bemidjistate.edu

Erin Morrill, Security Coordinator, Public Safety, Decker Hall 201, Bemidji State University, 218-755-2545, Erin.Morrill@bemidjistate.edu

Evacuation Options:

Individuals with disabilities have four basic, possibly five, evacuation options:

- **Horizontal evacuation:** Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
- **Stairway evacuation:** Using steps to reach ground level exits from building;
- **Shelter in place:** Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- **Area of rescue assistance:** Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or
- **For colleges/universities equipped with an evacuation chair:** Evacuation chairs or a light-weight solution to descending stairways can be used and generally require single user operation. If an college/university is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

Evacuation Procedures for Individuals with Mobility, Hearing, or Visual Disabilities:

Individuals with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger

(detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.

- **Hearing disabilities:** The college/university's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- **Visual disabilities:** The college/university's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

Individuals in need of assistance during an evacuation have three evacuation options based on their location in their building:

- **Horizontal evacuation:** If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- **Elevator evacuation:** If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or
- **Shelter in Place:** Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

Minnesota State: Bemidji State University

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

Worksheet for comparing incumbency to availability and setting goals to correct underutilization.

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	9	45.00%	49.70%	10	1	-2	Not improved	3
Professionals	114	71	62.28%	54.38%	62	-9	-4	Improved	-5
Faculty	300	142	47.33%	47.55%	143	1	-6	Not improved	7
Protective Services: Non-sworn	3	1	33.33%	60.10%	2	1	1	Same	0
Office/Clerical	62	56	90.32%	63.40%	39	-17	-18	Not improved	1
Technicians	11	8	72.73%	78.60%	9	1	-3	Not improved	4
Skilled Craft	25	0	0.00%	3.15%	1	1	1	Same	0
Service Maintenance	40	8	20.00%	39.96%	16	8	7	Not improved	1
Totals	575	295	51.30%						

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	4	20.00%	17.58%	4	0	2	Improved	-2
Professionals	114	8	7.02%	16.93%	19	11	19	Improved	-8
Faculty	300	30	10.00%	24.53%	74	44	47	Improved	-3
Protective Services: Non-sworn	3	0	0.00%	10.00%	0	0	0	Same	0
Office/Clerical	62	3	4.84%	10.27%	6	3	5	Improved	-2
Technicians	11	0	0.00%	5.30%	1	1	1	Same	0
Skilled Craft	25	1	4.00%	4.40%	1	0	1	Improved	-1
Service Maintenance	40	7	17.50%	16.71%	7	0	1	Improved	-1
Totals	575	53	9.22%						

INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv./ with Disabilities in Group	% of Indiv. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	0	0.00%	3.11%	1	1	2	Improved	-1
Professionals	114	1	0.88%	3.11%	4	3	6	Improved	-3
Faculty	300	1	0.33%	6.80%	20	19	17	Not improved	2
Protective Services: Non-sworn	3	0	0.00%	7.00%	0	0	0	Same	0
Office/Clerical	62	2	3.23%	6.42%	4	2	1	Not improved	1
Technicians	11	1	9.09%	3.50%	0	-1	0	Improved	-1
Skilled Craft	25	1	4.00%	3.50%	1	0	2	Improved	-2
Service Maintenance	40	0	0.00%	6.71%	3	3	3	Same	0
Totals	575	6	1.04%						

VETERANS									
Job Categories	Total Employees in Job Group	Total Number of Veterans in Group	% of Veterans in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	20	2	10.00%	7.83%	2	0	2	Improved	-2
Professionals	114	2	1.75%	3.56%	4	2	4	Improved	-2
Faculty	300	2	0.67%	7.77%	23	21	15	Not improved	6
Protective Services: Non-sworn	3	0	0.00%	8.00%	0	0	0	Same	0
Office/Clerical	62	0	0.00%	7.33%	5	5	3	Not improved	2
Technicians	11	0	0.00%	4.00%	0	0	1	Improved	-1
Skilled Craft	25	2	8.00%	4.00%	1	-1	-3	Not improved	2
Service Maintenance	40	0	0.00%	7.51%	3	3	0	Not improved	3
Totals	575	8	1.39%						

Source: American Fact Finder, operated by the U.S. Census Bureau. Labor Statistics for women and minorities compiled from the American Community Survey (2006-2010)., released in March of 2013. Statistics for individuals with disabilities and veterans are taken from OFCCP (Office of Federal Contract Compliance Programs) and are based upon data derived from the American Community Surveys (2006-2010).

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Officials/Administrators

A		ASSIGNED WEIGHT (%)
Internal Availability		55.56%
External Availability		44.44%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	57.14%	31.75%
External Availability	C	40.40%	17.95%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	D	14.29%	7.94%
External Availability	E	21.70%	9.64%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	F	0.00%	0.00%
External Availability	G	7.00%	3.11%

		VETERANS	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	H	7.69%	4.27%
External Availability	I	8.00%	3.56%

JOB GROUP AVAILABILITY (%)			
Women	49.70%	Minorities	17.58%
		Individuals with Disabilities	3.11%
		Veterans	7.83%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		BSU
External Availability		United States

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Professionals

A	ASSIGNED WEIGHT (%)	
Internal Availability	55.56%	
External Availability	44.44%	
Total Assigned Weight (must equal 100%)	100.00%	

WOMEN		
	Initial Statistics (%)	Weighted Statistics
B	53.57%	29.76%
C	55.40%	24.62%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
D	10.71%	5.95%
E	24.70%	10.98%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
F	0.00%	0.00%
G	7.00%	3.11%

VETERANS		
	Initial Statistics (%)	Weighted Statistics
H	0.00%	0.00%
I	8.00%	3.56%

JOB GROUP AVAILABILITY (%)			
Women	54.38%	Minorities	16.93%
		Individuals with Disabilities	3.11%
		Veterans	3.56%

J	SOURCE OF INITIAL STATISTICS	
Internal Availability		
External Availability		

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Faculty

A	ASSIGNED WEIGHT (%)
Internal Availability	2.83%
External Availability	97.17%
Total Assigned Weight (must equal 100%)	100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
B	45.87%	1.30%
C	47.60%	46.25%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
D	11.93%	0.34%
E	24.90%	24.20%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
F	0.01%	0.00%
G	7.00%	6.80%

VETERANS		
	Initial Statistics (%)	Weighted Statistics
H	0.00%	0.00%
I	8.00%	7.77%

JOB GROUP AVAILABILITY (%)			
Women	47.55%	Minorities	24.53%
		Individuals with Disabilities	6.80%
		Veterans	7.77%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____

Protective Services: Non-sworn

A		ASSIGNED WEIGHT (%)
Internal Availability		0.00%
External Availability		100.00%
Total Assigned Weight (must equal 100%)		100.00%

		WOMEN	
		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	0.00%	0.00%
External Availability	C	60.10%	60.10%

		MINORITIES	
		Initial Statistics (%)	Weighted Statistics
	D	0.00%	0.00%
	E	10.00%	10.00%

		INDIVIDUALS WITH DISABILITIES	
		Initial Statistics (%)	Weighted Statistics
	F	0.00%	0.00%
	G	7.00%	7.00%

		VETERANS	
		Initial Statistics (%)	Weighted Statistics
	H	0.00%	0.00%
	I	8.00%	8.00%

JOB GROUP AVAILABILITY (%)					
Women		Minorities		Individuals with Disabilities	Veterans
60.10%		10.00%		7.00%	8.00%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		
External Availability		

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Office/Clerical

A	ASSIGNED WEIGHT (%)
Internal Availability	8.33%
External Availability	91.67%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Internal Availability	76.92%
External Availability	63.40%
	64.1%
	58.12%

	MINORITIES
Internal Availability	7.69%
External Availability	10.50%
	0.64%
	9.63%

	INDIVIDUALS WITH DISABILITIES
Internal Availability	0.00%
External Availability	7.00%
	0.00%
	6.42%

	VETERANS
Internal Availability	0.00%
External Availability	8.00%
	0.00%
	7.33%

JOB GROUP AVAILABILITY (%)	
Women	64.53%
Minorities	10.27%
Individuals with Disabilities	6.42%
Veterans	7.33%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Technicians

A	ASSIGNED WEIGHT (%)
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

WOMEN	
Initial Statistics (%)	Weighted Statistics
B 100.00%	50.00%
C 57.20%	28.60%

MINORITIES	
Initial Statistics (%)	Weighted Statistics
D 0.00%	0.00%
E 10.60%	5.30%

INDIVIDUALS WITH DISABILITIES	
Initial Statistics (%)	Weighted Statistics
F 0.00%	0.00%
G 7.00%	3.50%

VETERANS	
Initial Statistics (%)	Weighted Statistics
H 0.00%	0.00%
I 8.00%	4.00%

JOB GROUP AVAILABILITY (%)	
Women 78.60%	Individuals with Disabilities 3.50%
Minorities 5.30%	Veterans 4.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Skilled Craft

A	ASSIGNED WEIGHT (%)
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Internal Availability	Initial Statistics (%)
External Availability	Weighted Statistics
	0.00%
	6.30%
	0.00%
	3.15%

	MINORITIES
Internal Availability	Initial Statistics (%)
External Availability	Weighted Statistics
	0.00%
	8.80%
	0.00%
	4.40%

	INDIVIDUALS WITH DISABILITIES
Internal Availability	Initial Statistics (%)
External Availability	Weighted Statistics
	0.00%
	7.00%
	0.00%
	3.50%

	VETERANS
Internal Availability	Initial Statistics (%)
External Availability	Weighted Statistics
	0.00%
	8.00%
	0.00%
	4.00%

JOB GROUP AVAILABILITY (%)	
Women	3.15%
Minorities	4.40%
Individuals with Disabilities	3.50%
Veterans	4.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Bemidji State University
TWO-FACTOR AVAILABILITY ANALYSIS
 Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Service Maintenance

A	ASSIGNED WEIGHT (%)
Internal Availability	20.00%
External Availability	80.00%
Total Assigned Weight (must equal 100%)	100.00%

		WOMEN
		Initial Statistics (%)
		Weighted Statistics
Internal Availability	B	22.22%
External Availability	C	44.40%
		35.52%

		MINORITIES
		Initial Statistics (%)
		Weighted Statistics
Internal Availability	D	5.56%
External Availability	E	19.50%
		15.60%

		INDIVIDUALS WITH DISABILITIES
		Initial Statistics (%)
		Weighted Statistics
Internal Availability	F	5.56%
External Availability	G	7.00%
		1.11%
		5.60%

		VETERANS
		Initial Statistics (%)
		Weighted Statistics
Internal Availability	H	5.56%
External Availability	I	8.00%
		1.11%
		6.40%

JOB GROUP AVAILABILITY (%)		
Women	39.96%	
Minorities	16.71%	
Individuals with Disabilities	6.71%	
Veterans	7.51%	

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Minnesota State: Bemidji State University

SEPERATION ANALYSIS

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

TOTAL SEPARATIONS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	2	1.85%	1	50.00%	1	50.00%	0	0.00%	0
Resignations	52	48.15%	27	51.92%	6	11.54%	1	1.92%	0
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Retirement	31	28.70%	13	41.94%	2	6.45%	1	3.23%	0
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Termination without Rights	23	21.30%	8	34.78%	3	13.04%	1	4.35%	1
Total Separations	108	100.00%	49	45.37%	12	11.11%	3	2.78%	1

OFFICIALS/ADMINISTRATORS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	1	9.09%	0	0.00%	1	100.00%	0	0.00%	0
Resignations	5	45.45%	1	20.00%	0	0.00%	0	0.00%	0
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Retirement	3	27.27%	2	66.67%	0	0.00%	0	0.00%	0
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Termination without Rights	2	18.18%	1	50.00%	0	0.00%	0	0.00%	0
Total Separations	11	100.00%	4	36.36%	1	9.09%	0	0.00%	0

PROFESSIONALS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	1	3.70%	1	100.00%	0	0.00%	0	0.00%	0.00%
Resignations	19	70.37%	10	52.63%	2	10.53%	0	0.00%	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	4	14.81%	3	75.00%	0	0.00%	0	0.00%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Termination without Rights	3	11.11%	2	66.67%	0	0.00%	0	0.00%	0.00%
Total Separations	27	100.00%	16	59.26%	2	7.41%	0	0.00%	0.00%

FACULTY									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Resignations	13	33.33%	6	46.15%	3	23.08%	1	7.69%	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	15	38.46%	5	33.33%	2	13.33%	1	6.67%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Termination without Rights	11	28.21%	2	18.18%	3	27.27%	0	0.00%	0.00%
Total Separations	39	100.00%	13	33.33%	8	20.51%	2	5.13%	0.00%

PROTECTIVE SERVICES: NON-SWORN										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

OFFICE/CLERICAL										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	10	62.50%	8	80.00%	1	10.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	3	18.75%	3	100.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	3	18.75%	2	66.67%	0	0.00%	0	0.00%	0	0.00%
Total Separations	16	100.00%	13	81.25%	1	6.25%	0	0.00%	0	0.00%

TECHNICIANS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

SKILLED CRAFT										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	3	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	3	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

SERVICE MAINTENANCE										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	5	35.71%	2	40.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	6	42.86%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	3	21.43%	1	33.33%	0	0.00%	1	33.33%	1	33.33%
Total Separations	14	100.00%	3	21.43%	0	0.00%	1	7.14%	1	7.14%

Minnesota State: Northwest Technical College

JOB CATEGORY AVAILABILITY/UTILIZATION/UNDERUTILIZATION ANALYSIS & ANNUAL GOALS

Worksheet for comparing incumbency to availability and setting goals to correct underutilization.

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	3	2	66.67%	36.87%	1	-1	-1	Same	0
Professionals	20	15	75.00%	58.04%	12	-3	-4	Same	1
Faculty	58	39	67.24%	47.60%	28	-11	-11	Same	0
Office/Clerical	4	4	100.00%	63.40%	3	-1	-1	Same	0
Technicians	4	4	100.00%	57.20%	2	-2	-2	Same	0
Skilled Craft	1	0	0.00%	3.15%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	38.87%	0	0	0	Same	0
Totals	91	64	70.33%						

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	3	0	0.00%	10.85%	0	0	0	Same	0
Professionals	20	0	0.00%	24.05%	5	5	5	Same	0
Faculty	58	1	1.72%	24.90%	14	13	13	Same	0
Office/Clerical	4	0	0.00%	10.50%	0	0	0	Same	0
Technicians	4	0	0.00%	10.60%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	4.40%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	9.75%	0	0	0	Same	0
Totals	91	1	1.10%						

INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv./ with Disabilities in Group	% of Indiv. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	3	0	0.00%	3.50%	0	0	0	Same	0
Professionals	20	0	0.00%	6.30%	1	1	1	Same	0
Faculty	58	2	3.45%	7.00%	4	2	2	Same	0
Office/Clerical	4	0	0.00%	7.00%	0	0	0	Same	0
Technicians	4	0	0.00%	7.00%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	3.50%	0	0	0	Same	0
Service Maintenance	1	0	0.00%	3.50%	0	0	0	Same	0
Totals	91	2	2.20%						

VETERANS									
Job Categories	Total Employees in Job Group	Total Number of Veterans in Group	% of Veterans in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	3	0	0.00%	4.00%	0	0	0	Same	0
Professionals	20	1	5.00%	8.11%	2	1	1	Same	0
Faculty	58	3	5.17%	8.00%	5	2	2	Same	0
Office/Clerical	4	0	0.00%	8.00%	0	0	0	Same	0
Technicians	4	0	0.00%	8.00%	0	0	0	Same	0
Skilled Craft	1	0	0.00%	4.00%	0	0	0	Same	0
Service Maintenance	1	1	100.00%	4.00%	0	-1	-1	Same	0
Totals	91	5	5.49%						

Source: American Fact Finder, operated by the U.S. Census Bureau. Labor Statistics for women and minorities compiled from the American Community Survey (2006-2010)., released in March of 2013. Statistics for individuals with disabilities and veterans are taken from OFCCP (Office of Federal Contract Compliance Programs) and are based upon data derived from the American Community Surveys (2006-2010).

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Officials/Administrators

A	ASSIGNED WEIGHT (%)
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Internal Availability	33.33%
External Availability	40.40%
	73.73%
	16.67%
	20.20%

	MINORITIES
Internal Availability	0.00%
External Availability	21.70%
	0.00%
	10.85%

	INDIVIDUALS WITH DISABILITIES
Internal Availability	0.00%
External Availability	7.00%
	0.00%
	3.50%

	VETERANS
Internal Availability	0.00%
External Availability	8.00%
	0.00%
	4.00%

JOB GROUP AVAILABILITY (%)	
Women	36.87%
Minorities	10.85%
Individuals with Disabilities	3.50%
Veterans	4.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Professionals

A	ASSIGNED WEIGHT (%)
Internal Availability	10.00%
External Availability	90.00%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Initial Statistics (%)	81.82%
Weighted Statistics	8.18%
B	
External Availability	55.40%
C	49.86%

	MINORITIES
Initial Statistics (%)	18.18%
Weighted Statistics	1.82%
D	
E	24.70%
	22.23%

	INDIVIDUALS WITH DISABILITIES
Initial Statistics (%)	0.00%
Weighted Statistics	0.00%
F	
G	7.00%
	6.30%

	VETERANS
Initial Statistics (%)	9.09%
Weighted Statistics	0.91%
H	
I	8.00%
	7.20%

JOB GROUP AVAILABILITY (%)			
Women	58.04%	Minorities	24.05%
		Individuals with Disabilities	6.30%
		Veterans	8.11%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Faculty

A	ASSIGNED WEIGHT (%)
Internal Availability	0.00%
External Availability	100.00%
Total Assigned Weight (must equal 100%)	100.00%

WOMEN	
Initial Statistics (%)	Weighted Statistics
66.67%	0.00%
47.60%	47.60%
B	C
Internal Availability	
External Availability	

MINORITIES	
Initial Statistics (%)	Weighted Statistics
0.00%	0.00%
24.90%	24.90%
D	E
Internal Availability	
External Availability	

INDIVIDUALS WITH DISABILITIES	
Initial Statistics (%)	Weighted Statistics
4.76%	0.00%
7.00%	7.00%
F	G
Internal Availability	
External Availability	

VETERANS	
Initial Statistics (%)	Weighted Statistics
0.00%	0.00%
8.00%	8.00%
H	I
Internal Availability	
External Availability	

JOB GROUP AVAILABILITY (%)	
Women	47.60%
Minorities	24.90%
Individuals with Disabilities	7.00%
Veterans	8.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category: _____ Office/Clerical

A		ASSIGNED WEIGHT (%)
Internal Availability		0.00%
External Availability		100.00%
Total Assigned Weight (must equal 100%)		100.00%

WOMEN		Initial Statistics (%)	Weighted Statistics
Internal Availability	B	75.00%	0.00%
External Availability	C	63.40%	63.40%

MINORITIES		Initial Statistics (%)	Weighted Statistics
	D	0.00%	0.00%
	E	10.50%	10.50%

INDIVIDUALS WITH DISABILITIES		Initial Statistics (%)	Weighted Statistics
	F	0.00%	0.00%
	G	7.00%	7.00%

VETERANS		Initial Statistics (%)	Weighted Statistics
	H	0.00%	0.00%
	I	8.00%	8.00%

JOB GROUP AVAILABILITY (%)			
Women	63.40%	Minorities	10.50%
Individuals with Disabilities	7.00%	Veterans	8.00%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		
External Availability		

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Technicians

A		ASSIGNED WEIGHT (%)
Internal Availability		0.00%
External Availability		100.00%
Total Assigned Weight (must equal 100%)		100.00%

WOMEN		
	Initial Statistics (%)	Weighted Statistics
B	0.00%	0.00%
C	57.20%	57.20%

MINORITIES		
	Initial Statistics (%)	Weighted Statistics
D	0.00%	0.00%
E	10.60%	10.60%

INDIVIDUALS WITH DISABILITIES		
	Initial Statistics (%)	Weighted Statistics
F	0.00%	0.00%
G	7.00%	7.00%

VETERANS		
	Initial Statistics (%)	Weighted Statistics
H	0.00%	0.00%
I	8.00%	8.00%

JOB GROUP AVAILABILITY (%)			
Women	57.20%	Minorities	10.60%
		Individuals with Disabilities	7.00%
		Veterans	8.00%

J		SOURCE OF INITIAL STATISTICS
Internal Availability		SCUPPS/WEAR Report
External Availability		2010 Minnesota Statewide Labor Force Availability

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Skilled Craft

A	ASSIGNED WEIGHT (%)
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Internal Availability	Initial Statistics (%) 0.00%
External Availability	Weighted Statistics 6.30%
	3.15%

	MINORITIES
Internal Availability	Initial Statistics (%) 0.00%
External Availability	Weighted Statistics 8.80%
	4.40%

	INDIVIDUALS WITH DISABILITIES
Internal Availability	Initial Statistics (%) 0.00%
External Availability	Weighted Statistics 7.00%
	3.50%

	VETERANS
Internal Availability	Initial Statistics (%) 0.00%
External Availability	Weighted Statistics 8.00%
	4.00%

JOB GROUP AVAILABILITY (%)	
Women	3.15%
Minorities	4.40%
Individuals with Disabilities	3.50%
Veterans	4.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Northwest Technical College

TWO-FACTOR AVAILABILITY ANALYSIS

Worksheet for calculating job group availability percentages, considering internal and external availability.

Job Category:

Service Maintenance

A	ASSIGNED WEIGHT (%)
Internal Availability	50.00%
External Availability	50.00%
Total Assigned Weight (must equal 100%)	100.00%

	WOMEN
Internal Availability	33.33%
External Availability	44.40%
	Weighted Statistics
	16.67%
	22.20%

	MINORITIES
Internal Availability	19.50%
External Availability	0.00%
	Weighted Statistics
	0.00%
	9.75%

	INDIVIDUALS WITH DISABILITIES
Internal Availability	7.00%
External Availability	0.00%
	Weighted Statistics
	0.00%
	3.50%

	VETERANS
Internal Availability	8.00%
External Availability	0.00%
	Weighted Statistics
	0.00%
	4.00%

JOB GROUP AVAILABILITY (%)	
Women	38.87%
Minorities	9.75%
Individuals with Disabilities	3.50%
Veterans	4.00%

J	SOURCE OF INITIAL STATISTICS
Internal Availability	
External Availability	

Use the percentages above to complete the Job Category Availability/Utilization/Underutilization Analysis and Goals worksheet. Include this worksheet with your AAP.

Minnesota State: Northwest Technical College

SEPARATION ANALYSIS

Worksheet for conducting separation analysis of protected group members as total separations and in each job category.

TOTAL SEPARATIONS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	1	4.17%	1	100.00%	0	0.00%	0	0.00%	0.00%
Resignations	11	45.83%	6	54.55%	1	9.09%	1	9.09%	9.09%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	7	29.17%	6	85.71%	0	0.00%	0	0.00%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	3	12.50%	1	33.33%	0	0.00%	0	0.00%	0.00%
Termination without Rights	2	8.33%	1	50.00%	0	0.00%	0	0.00%	0.00%
Total Separations	24	100.00%	15	62.50%	1	4.17%	1	4.17%	4.17%

OFFICIALS/ADMINISTRATORS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Resignations	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Total Separations	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0.00%

PROFESSIONALS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	5	100.00%	1	20.00%	1	20.00%	1	20.00%	1	20.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	5	100.00%	1	20.00%	1	20.00%	1	20.00%	1	20.00%

FACULTY										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	1	8.33%	1	100.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	4	33.33%	4	100.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	4	33.33%	4	100.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	2	16.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	1	8.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	12	100.00%	9	75.00%	0	0.00%	0	0.00%	0	0.00%

OFFICE/CLERICAL									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Resignations	1	20.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	2	40.00%	2	100.00%	0	0.00%	0	0.00%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	1	20.00%	1	100.00%	0	0.00%	0	0.00%	0.00%
Termination without Rights	1	20.00%	1	100.00%	0	0.00%	0	0.00%	0.00%
Total Separations	5	100.00%	4	80.00%	0	0.00%	0	0.00%	0.00%

TECHNICIANS									
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.00%

SKILLED CRAFT										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

SERVICE MAINTENANCE										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%