

# Wichita State University



## Affirmative Action Plan 2016 – 2017

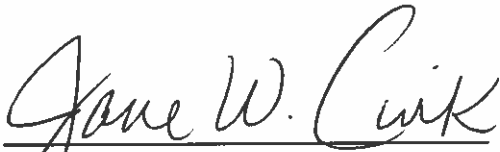
# AFFIRMATIVE ACTION PLAN FOR MINORITIES & FEMALES

Wichita State University  
Wichita, Kansas

October 1, 2016 through September 30, 2017



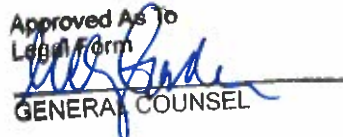
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## **Executive Summary of AAP**

**The purpose of this summary is to:**

- Highlight noteworthy workforce trends
- Analyze the University's workforce profile and personnel actions by race and sex
- Identify areas for new affirmative action goals
- Provide a baseline for comparison with past and future affirmative action initiatives

### **Description of the Affirmative Action Plan**

#### ***Purpose:***

In addition to complying with federal regulations, Wichita State University's (WSU) Affirmative Action Plan (AAP) defines an affirmative action program as a management tool. It includes those policies, practices and procedures that we implement to ensure equal employment opportunity. The process for developing a plan allows us to engage in self-analysis for the purpose of discovering any barriers to equal employment opportunity. The AAP serves as a guide in monitoring progress and developing operational processes to enhance equal opportunity in all sectors of employment at WSU.

It is important to note that the AAP is not used as a primary comparative assessment with other similarly situated institutions. In assessing underutilization, the federal government's analysis is not comparative in that way. The AAP should be used to target and measure the effectiveness of affirmative action efforts to address underutilization.

#### ***Preparation:***

WSU's AAP is prepared annually in accordance with Executive Order 11246 (EO 11246), Section 503 of the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA; 38 USC 4212), as amended, and their implementing regulations at 41 CFR 60. EO 11246 prohibits federal contractors and subcontractors from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. EO 11246 also requires federal contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment practices. The U.S. Department of Labor has designated the Office of Federal Contract Compliance Programs (OFCCP) to administer and enforce EO 11246, Section 503 (for individuals with disabilities) and VEVRAA (for qualifying veterans) as well.

#### ***Changes:***

A few EEO job groups have been changed since the 2016 reporting year. During that year we had no employees in EEO 4 so Technical and Paraprofessional was changed from 6 to 4; Skilled Crafts was changed from 7 to 6; Service/Maintenance was changed from 8 to 7 and we no longer have an EEO job group 8.

### ***Components:***

An AAP includes certain elements that require annual updates to incorporate current data. The first element is the workforce analysis, which consists of a tabulation of the composition of WSU's workforce by race and sex within job group categories (type of work) and organizational units.

A. "Job Group Analysis" - Provides information of the actual numbers of minorities and females in the workforce covered by this AAP and the percentage of the total force they represent for each job group.

B. "Availability Analysis," - The availability analysis establishes a benchmark against which the demographic composition of our workforce may be compared to determine whether barriers to equal opportunity may exist within particular job groups.

C. "Incumbency and Estimated Availability" - Compares the University's actual numbers with availability and marks in RED those areas where the University is short of expectations. There are six areas with underutilization findings, with four of these regarded as statistically significant: minority executives, females technical and paraprofessional, and minority and females skilled crafts. While the analysis suggests that there is no policy or practice excluding minorities or females from any departments, there are still areas that require additional attention in order to bolster recruitment and retention of minorities and females.

D. "Goal Attainment" - Measures progress toward goals.

E. "New Hires" - There were 247 new employees hired during the period from October 1, 2016 to September 30, 2017, including 76 minorities (30.77 percent of all hires) and 140 females (56.68 percent of all hires).

F. "Promotions" - A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority employees.

G. "Terminations" - The University has evaluated its termination practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in force are necessary, the University makes its decisions without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or any other characteristic protected by applicable law.

H. "Action-Oriented Programs" - Initiatives and practices designed to correct problem areas that are identified. This must be a collaborative effort involving all University stakeholders, not solely an initiative from Human Resources or the Office of Equal Opportunity.

We encourage you to use the AAP as a "working document" and a reference for guidance.

## **Snapshot:**

### **1- Wichita State University's Workforce Employment data as of October 01, 2016**

#### **Employment Summary:**

Wichita State University (WSU) has approximately 4052 full time and part time faculty, staff and student employees. The Affirmative Action Plan statistics are calculated based on 1955 full time benefits eligible employees.

- There are a total of 1491 non-minorities that make up 76.2 percent of our workforce, and a total of 464 minorities that make up 23.7 percent of our workforce.
- There are a total of 1020 females making up our workforce, and 935 men. The percentages are 52.2 percent and 47.8 percent respectively.

### **2- New Hires**

There are a total of 247 new/re-hires.

- Male = 43.32%
- Female = 56.68%
- Minorities = 30.77%
- White = 69.23%

### **3- Promotions**

There are a total of 89 promotions.

- Male = 32.58%
- Female = 67.42%
- Minorities = 14.61%
- White = 85.39%

### **4- Terminations**

There are a total of 265 terminations.

- Male = 42.64%
- Female = 57.36%
- Minorities = 23.77%

- White = 76.23%

## **5- Affirmative Action Goals**

The AAP identifies any areas in our workforce that reflect underutilization of minorities and females. The regulations at 41 CFR 60-2.11 (b) define underutilization as having fewer minorities or females in a particular job group (occupational category), than would reasonably be expected by their availability in relevant labor markets. When determining availability, the regulations state that we should consider qualified individuals both externally, as determined by the geographic recruitment areas, and internally among incumbents.

## **6- Recommendations**

Based on the utilization analyses and the availability of qualified individuals, the Office of Equal Opportunity and Human Resources, in consultation with the President and the Executive Team, will be proposing the establishment of placement goals to reduce and eventually overcome underutilization. Placement goals are based both on the availability of qualified applicants in the relevant labor market and on the strategic growth and inclusion targets reflecting demographic changes and global mission of the institution. The goals do not create quotas for specific groups, nor are they designed to achieve proportional representation or equal results. The goal-setting process in affirmative action planning is used to target and measure the effectiveness of affirmative action efforts to offer equal access, prevent discrimination and achieve the institution's outreach and inclusion goals.

The regulations stipulate that employers make good faith efforts to address underutilization. Such efforts may include expanded initiatives in outreach, recruitment, training, professional development opportunities, and other programs to increase the applicant pool of qualified females and minorities. The actual selection decision should always be made on a nondiscriminatory basis. Executive Order 11246 and its supporting regulations do not authorize the OFCCP to penalize contractors for not meeting goals. The regulations at 41 CFR 60-2.30 and 60-2.15 specifically prohibit quotas and preferential hiring and promotions under the guise of affirmative action goals.

Supporting data and documents used in the development of Wichita State University's AAP, including reports for the workforce and utilization analyses, are available for review in the Office of Equal Opportunity, on the WSU Equal Opportunity website, or in Human Resources.

## Preface

Wichita State University is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment. Affirmative action, diversity and equal opportunity are integral components of the University's mission, operation and core value structure. The University will implement and maintain an Affirmative Action Plan (AAP) that takes proactive measures to eliminate barriers to equal opportunity and that strives to remedy the historical underrepresentation in the employment, retention and promotion of females and minorities.

In the preparation of this AAP, the University has been guided by EO 11246 and its implementing regulations. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the University, in whole or in part, that any problem area exists or that either minorities or females have been or are presently being underutilized, concentrated, or discriminated against in any way by the University in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the AAP, the University has been guided by its established policy of providing equal employment opportunity. Any placement goals that the University has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the University are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608). This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at-will employment relationship all Wichita State University employees have with the University. Nothing in this AAP creates a private right of action on behalf of any individual group against Wichita State University.

The University fosters an actively engaged and inclusive working, learning and living community based upon civility, trust, integrity, respect, and diversity in a safe, welcoming physical environment. In this spirit, the University will continue to seek out opportunities to maximize the recruitment and retention of employees from underrepresented communities.

## **Introduction**

Wichita State University is a public, four-year, co-educational research institution located in Wichita, Kansas. Established in 1895 as Fairmount College, WSU has continued to grow over the years with an enrollment of 15,081 students and a dynamic 330 acre campus, WSU has the most diverse student body of all Kansas state universities.

Wichita State University is committed to providing comprehensive educational opportunities. Through teaching, scholarship and public service the University seeks to equip students and the larger community with the educational and cultural tools they need to thrive in a complex world, and to achieve both individual responsibility in their own lives and effective citizenship in the local, national and global community.

High quality teaching and learning are fundamental goals in all undergraduate, graduate and continuing education programs. Building on a strong tradition in the arts and sciences, the University offers programs in business, education, engineering, fine arts, and health professions, as well as liberal arts and sciences. Degree programs range from the associate to the doctoral level and encompass ninety-seven fields of study; non-degree programs are designed to meet the specialized educational and training needs of individuals and organizations in south-central Kansas.

Scholarship, including research, creative activity, and artistic performance, is designed to advance the University's goals of providing high quality instruction, making original contributions to knowledge and human understanding, and serving as an agent of community service. This activity is a basic expectation of all faculty members at Wichita State University.

Public and community service activities seek to foster the cultural, economic and social development of a diverse metropolitan community and of the state of Kansas. The University's service constituency includes artistic and cultural agencies, business and industry, community, educational, governmental, health, and labor organizations.

Wichita State University pursues its mission utilizing the human diversity of Wichita, the state's largest metropolitan community, and its many cultural, economic and social resources. The University faculty and professional staff are committed to the highest ideals of teaching, scholarship and public service, as the University strives to be a comprehensive, metropolitan university of national stature.

Ever committed to affirmative action, Wichita State University has prepared this AAP to cover employees reporting to and/or working in Wichita State University. This plan also covers employees working in other establishments who report to managers included in this plan.

As detailed in the Job Group Analysis, this AAP covers 1955 employees including 464 (23.73%) minorities and 1020 (52.17%) females. As described in detail in the plan that follows, the management of Wichita State University has a continuing commitment to the practice and implementation of this AAP.

## **Equal Employment Opportunity and Affirmative Action Statement of Policy**

It is the policy of Wichita State University not to discriminate or allow the harassment of employees or applicants on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law with regard to any employment practices. This includes recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the University. The University will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the University are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, promotion, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The University makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the University's business.

Wichita State University is fully committed to principles of equal employment opportunity and affirmative action. Led by Dr. John Bardo, the University's Executive Team supports the successful implementation of the University's Affirmative Action Programs. Jane W. Link, Executive Director of Equal Opportunity and Affirmative Action Officer, has responsibility for implementation of the University's affirmative action activities. The Executive Director of Equal Opportunity and Affirmative Action Officer has the full support of top management and works cooperatively with Human Resources staff to fully implement this program. All managers and supervisors will take an active part in the University's AAP to ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, Wichita State University will solicit the cooperation and support of all employees for the University's Office of Equal Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our programs. The Executive Director of Equal Opportunity and Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the University's program of affirmative action is available for inspection in the Office of Equal Opportunity, during business hours and is on the Wichita State University Equal Opportunity website.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. Wichita State University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant.

## **Responsibility for Implementation**

**41 C.F.R. 60-2.17**

### **President:**

John W. Bardo, President, as the chief executive officer of Wichita State University, is ultimately responsible for overseeing the University's equal opportunity and affirmative action policies, procedures and programs, as well as ensuring compliance with all related state and federal laws, rules and regulations. Final disposition of all such issues resides with the President. The President shall:

A. Ensure that the University's equal opportunity and affirmative action policies, procedures and programs are operating effectively by directing adequate resources and staff to these efforts.

B. Appoint an Executive Director of Equal Opportunity to serve as Affirmative Action Officer to assist in achieving and monitoring established equal opportunity and affirmative action program strategic directives and to ensure compliance with all related federal and state laws, rules and regulations.

### **Executive Director of Equal Opportunity and Affirmative Action Officer:**

The University has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Jane Link, Executive Director of the Office of Equal Opportunity (EO) and Affirmative Action Officer. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The President actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the University's Equal Opportunity Policy and AAP.

The duties of the Affirmative Action Officer include:

A. Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.

B. Assisting in the identification of problem areas and developing strategies to eliminate any problems identified.

C. Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EO policies and procedures.

D. Designing and implementing monitoring and reporting methods that will:

- Measure the effectiveness of the University's equal employment and AAP.
- Indicate need for any remedial action.
- Determine the degree to which the University's placement goals and objectives are being attained.
- Provide management with a working understanding of the University's AAP placement goals and objectives.

E. Meeting with managers, supervisors, and employees to assure that the University's EO policies are being followed.

F. Ensuring that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.

G. Serving as a liaison between the University and enforcement agencies.

H. Serving as a liaison between the University and appropriate minority and female organizations, and community action groups concerned with employment opportunities for minorities and females.

I. Making contact with predominately female and minority high schools, colleges, and technical schools in the area as needed.

J. Keeping management informed of developments in the equal employment opportunity and affirmative action area.

K. Conducting a periodic audit to ensure that the University complies in the following ways:

- EEO posters are properly displayed.
- All employees are afforded the opportunity and are encouraged to participate in all University-sponsored educational, training, recreation, and social activities.

### **Administrators/Supervisors/Managers**

The University recognizes that the cooperation of department supervisors and managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:

A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.

B. Whenever possible, become involved in local minority organizations, female organizations, community action groups, and community service programs.

C. Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative

action placement goals and objectives. Communicate results from these reviews through appropriate management meetings.

D. Review the qualifications of employees to ensure that minorities and females are given full opportunity for transfers and promotions.

E. Provide career counseling for employees as needed.

F. Adhere to the University's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.

G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.

Accountability for Administrators/Supervisors/Managers is reflected in the University's organizational structure.

### **Executive Director of Human Resources**

The Executive Director of Human Resources, Judy M. Espinoza, in conjunction with her staff is responsible as described below:

A. Enforce and implement equal opportunity and affirmative action policies, procedures and programs with respect to all employee hires.

B. Monitor the recruitment and selection process of all positions at the University in accordance with applicable statutes, rules and applicable collective bargaining agreements.

C. Ensure recommendations from supervisors and others involved in the hiring process for all positions are based on job-related criteria and are consistent with affirmative action goals and objectives.

D. Provide reasonable accommodation(s) to employees with documented disabilities.

### **Internal and External Dissemination of AAP**

The following measures will be used to inform Wichita State University's educational community and the public of our commitment to equal opportunity and affirmative action in all employment and educational policies, procedures, programs, services and opportunities:

1. The Affirmative Action Plan is available at the following Wichita State University central locations so that every employee and student is aware of the University's commitment to affirmative action:
  - President's Office
  - Offices of the Provost and all Vice Presidents
  - Offices of all Deans
  - Office of Equal Opportunity
  - Human Resources
  - Office of General Counsel
2. The Affirmative Action plan is also available on the Office of Equal Opportunity's website at: <http://www.wichita.edu/AAP>.
3. The University makes reasonable accommodations for qualified individuals with disabilities. The Affirmative Action plan will be made available in alternate format, such as Braille, large print or audio cassette tape, upon request by contacting the Office of Equal Opportunity.
4. The University makes the Equal Opportunity clause part of all covered contracts and purchase orders.
5. The University publicizes, via a variety of protected group and non-protected group media sources, our commitment to the recruitment and employment of individuals with disabilities, females, veterans and minorities.

## **Organizational Profile**

### **41 C.F.R. 60-2.11**

As one of the diagnostic components of Wichita State University's AAP, and to conform to applicable regulations, the University has completed a profile of the workforce. The organizational profile is an overview of the staffing patterns at the University, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race. To complete our organizational profile we have elected to follow the Organizational Display methodology.

The following chart sets forth the Organizational Display for Wichita State University. For each appropriate organizational unit we have identified the following: the name of the unit, gender, race/ethnicity of the supervisor, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.

## Organizational Display

WSU - Wichita State University(Not staffed)

1PRB - Division of the President(Not staffed)

1PRBD - President's Organizations(Not staffed)

1PRBDA - President's Office(Not staffed)

101500 - President's Office Total 7 (4 WM / 3 WF) Supervisors (2 WM / 1 WF)

101583 - Equal Opportunity and Title IX Total 3 (2 WF / 1 BF) Supervisors (1 WF)

101588 - Internal Audit Total 1 (1 WM)

102120 - Intercollegiate Athletics Total 25 (13 WM / 9 WF / 2 BM / 1 IM) Supervisors (8 WM / 3 WF / 2 BM / 1 IM)

2AAB - Division of Academic Affairs(Not staffed)

2AABD - Academic Affairs Direct(Not staffed)

2AABDA - Academic Affairs Direct(Not staffed)

2AAB10 - KMWU(Not staffed)

102073 - KMWU Total 16 (4 WM / 10 WF / 1 BF / 1 2M) Supervisors (1 WM / 4 WF)

2AABD5 - Academic Affairs Admin(Not staffed)

101509 - Office of Academic Affairs Total 9 (4 WM / 5 WF) Supervisors (3 WM / 3 WF)

101589 - Leadership Academy Total 1 (1 WM)

102079 - Office of Planning and Analysis Total 3 (1 WM / 2 WF)

2AABD7 - ITS(Not staffed)

101604 - Telecommunications Services Total 3 (3 WM) Supervisors (2 WM)

102144 - Information Technology Services Total 59 (34 WM / 19 WF / 1 BF / 1 AM / 1 AF / 2 HM / 1 HF) Supervisors (11 WM / 8 WF)

108505 - Telecommunications Clearing Total 4 (2 WM / 1 WF / 1 HM)

2AABD8 - Ulrich Museum(Not staffed)

102134 - Ulrich Museum of Art Total 8 (2 WM / 5 WF / 1 BF) Supervisors (2 WM / 3 WF)

2AABD9 - Faculty Senate(Not staffed)

101521 - Faculty Senate Total 1 (1 WF)

2APBD - Academic Programs(Not staffed)

2APBDA - Academic Programs(Not staffed)

## Organizational Display

- 2APBD5 - WSU West(Not staffed)
  - 102602 - WSU West Total 3 (1 WM / 1 WF / 1 HM) Supervisors (1 HM)
- 2APBD6 - WSU South(Not staffed)
  - 102607 - WSU South Total 2 (1 WF / 1 AM) Supervisors (1 WF / 1 AM)
- 2APBD7 - Office of Adult Learning(Not staffed)
  - 102608 - Office of Adult Learning Total 3 (3 WF) Supervisors (2 WF)
- 2BABD - Barton School of Business(Not staffed)
  - 2BABDA - Barton School of Business(Not staffed)
    - 2BABD5 - Barton School of Business(Not staffed)
      - 102000 - Barton School Dean's Office Total 7 (1 WM / 4 WF / 1 AM / 1 AF) Supervisors (1 WF / 1 AM)
      - 102001 - School of Accountancy Total 11 (5 WM / 4 WF / 1 AM / 1 HM) Supervisors (1 WM)
      - 102004 - Economics Total 9 (4 WM / 2 WF / 1 AM / 1 AF / 1 IF) Supervisors (1 WM / 1 AM / 1 IF)
      - 102005 - Barton School Student Records & Adv Total 6 (3 WM / 2 WF / 1 BM) Supervisors (1 WF / 1 BM)
      - 102008 - Graduate Studies in Business Total 3 (1 WF / 1 BF / 1 AM) Supervisors (1 AM)
      - 102090 - Center for Econ Dev & Business Res Total 5 (2 WM / 2 WF / 1 BF) Supervisors (1 WM)
      - 102091 - Center for Entrepreneurship Total 3 (1 WM / 2 WF) Supervisors (1 WM / 1 WF)
      - 102092 - Marketing Total 9 (6 WM / 3 WF) Supervisors (1 WM / 1 WF)
      - 102093 - Management Total 14 (8 WM / 3 WF / 2 AM / 1 HM) Supervisors (1 WM)
      - 102094 - Finance Real Estate & Decision Sci Total 13 (8 WM / 2 WF / 1 AM / 1 AF / 1 2M) Supervisors (2 WM / 1 WF)
      - 102308 - Kansas Council on Economic Ed Total 2 (1 WM / 1 WF) Supervisors (1 WM / 1 WF)
      - 102606 - Center for Management Development Total 6 (1 WM / 5 WF) Supervisors (3 WF)
- 2CHBD - Cohens Honors College(Not staffed)
  - 2CHBDA - Honors College(Not staffed)
    - 2CHBD5 - Honors College(Not staffed)
      - 102129 - Honors College Dean's Office Total 3 (2 WF / 1 BF)
- 2EDBD - College of Education(Not staffed)
  - 2EDBDA - College of Education(Not staffed)
    - 2EDBD5 - College of Education(Not staffed)
      - 102009 - Curriculum & Instruction Total 24 (3 WM / 13 WF / 2 BF / 3 AM / 1 AF / 1 HM / 1 IF) Supervisors (1 WF / 1 HM)

## Organizational Display

- 102010 - Education Technology Center Total 1 (1 WF)
- 102011 - Education Dean's Office Total 5 (1 WM / 3 WF / 1 BF) Supervisors (1 WF)
- 102015 - Human Performance Studies Total 11 (6 WM / 4 WF / 1 BM) Supervisors (3 WM)
- 102018 - Education Support Services Total 5 (1 WM / 3 WF / 1 BF) Supervisors (1 WM / 1 WF)
- 102019 - Counsel, Leadership, Ed & Sch Psych Total 14 (4 WM / 6 WF / 1 BM / 2 AM / 1 HF) Supervisors (2 WF)
- 102038 - Sport Management Total 6 (3 WM / 1 WF / 1 AM / 1 HF) Supervisors (1 WM)
- 2ENBD - College of Engineering(Not staffed)
  - 2ENBDA - College of Engineering(Not staffed)
    - 2ENBD5 - College of Engineering(Not staffed)
      - 102021 - Engineering Dean's Office Total 17 (8 WM / 7 WF / 1 BM / 1 HF) Supervisors (5 WM / 4 WF / 1 BM / 1 HF)
        - 700512 - 7ENGIN Engineering Expansion Grant Total 4 (1 WM / 1 WF / 1 AM / 1 AF) Supervisors (1 WM / 1 WF)
      - 102022 - Aerospace Engineering Total 18 (7 WM / 3 WF / 7 AM / 1 HF) Supervisors (4 WM / 3 AM)
        - 700059 - 7AEROS L. Scott Miller Total 1 (1 WF) Supervisors (1 WF)
      - 102025 - Industrial & Manufacturing Engr Total 11 (5 WM / 1 WF / 3 AM / 1 HM / 1 HF) Supervisors (2 WM / 2 AM / 1 HM / 1 HF)
      - 102026 - Mechanical Engineering Total 19 (7 WM / 1 BM / 8 AM / 3 AF) Supervisors (1 BM / 4 AM)
      - 102027 - Aerospace Engr - Applied Research Total 2 (2 AM)
      - 102058 - Electrical Engr & Computer Science Total 26 (6 WM / 2 WF / 1 BF / 15 AM / 2 AF) Supervisors (2 WM / 5 AM)
      - 102190 - Biomedical Engineering Total 9 (5 WM / 1 WF / 2 AM / 1 HF) Supervisors (4 WM / 2 AM)
      - 102348 - Engineering Technology Total 1 (1 WM) Supervisors (1 WM)
- 2FABD - College of Fine Arts(Not staffed)
  - 2FABDA - College of Fine Arts(Not staffed)
    - 2FABD5 - College of Fine Arts(Not staffed)
      - 102031 - Fine Arts Dean's Office Total 6 (3 WM / 3 WF) Supervisors (2 WM / 1 WF)
      - 102097 - Art, Design & Creative Industries Total 19 (8 WM / 9 WF / 1 BF / 1 HM) Supervisors (5 WM / 2 WF)
      - 102098 - School of Music Total 39 (23 WM / 15 WF / 1 IF) Supervisors (6 WM / 5 WF / 1 IF)
      - 102099 - School of Performing Arts Total 17 (3 WM / 10 WF / 1 AM / 2 HF / 1 IM) Supervisors (1 WM / 3 WF / 1 AM)
      - 102141 - Performance Facilities Total 5 (3 WM / 2 WF) Supervisors (1 WM)
- 2GSBD - Graduate School(Not staffed)
  - 2GSBDA - Graduate School(Not staffed)

## Organizational Display

2GSBD5 - Graduate School(Not staffed)

102122 - Graduate School Dean's Office Total 13 (2 WM / 9 WF / 2 BF) Supervisors (1 WM / 5 WF / 1 BF)

2HPBD - College of Health Professions(Not staffed)

2HPBDA - College of Health Professions(Not staffed)

2HPBD5 - College of Health Professions(Not staffed)

102014 - Communication Sciences & Disorders Total 18 (4 WM / 12 WF / 1 AM / 1 IF) Supervisors (3 WM / 8 WF / 1 AM)

102102 - Nursing Initiative-Salaries & Suppl Total 1 (1 WF)

102107 - Accelerated Nursing Program Total 3 (1 WM / 2 WF)

102110 - Health Professions Dean's Office Total 15 (3 WM / 9 WF / 3 BF) Supervisors (1 WM / 3 WF / 1 BF)

102111 - School of Nursing Total 36 (31 WF / 2 BF / 1 AM / 2 HF) Supervisors (3 WF)

102112 - Dental Hygiene Total 11 (11 WF) Supervisors (3 WF)

102114 - Medical Laboratory Sciences Total 6 (6 WF) Supervisors (1 WF)

102115 - Public Health Sciences Total 11 (8 WF / 1 BM / 1 AF / 1 2F) Supervisors (2 WF)

102117 - Physical Therapy Total 10 (4 WM / 5 WF / 1 BF) Supervisors (1 WM / 1 WF)

102118 - Advanced Educ in General Dentistry Total 15 (5 WM / 7 WF / 1 AM / 1 AF / 1 HF) Supervisors (1 WM / 2 WF)

102119 - Physician Assistant Program Total 10 (1 WM / 9 WF) Supervisors (2 WF)

2LABD - College of Liberal Arts & Sciences(Not staffed)

2LABDA - College of Liberal Arts & Sciences(Not staffed)

2LABDH - Liberal Arts & Sci -Humanities(Not staffed)

102050 - English Total 16 (5 WM / 9 WF / 1 BF / 1 AF) Supervisors (3 WF)

102054 - History Total 10 (6 WM / 3 WF / 1 BM) Supervisors (2 WM / 1 WF)

102062 - Philosophy Total 11 (5 WM / 3 WF / 1 AM / 1 AF / 1 HF) Supervisors (1 WM)

102064 - Modern & Classical Lang & Lit Total 13 (1 WM / 8 WF / 1 AF / 3 HM) Supervisors (1 WM / 1 HM)

102069 - Women's Studies & Religion Total 6 (1 WM / 3 WF / 1 BF / 1 AF) Supervisors (1 BF)

102510 - Intensive English Language Center Total 6 (1 WM / 5 WF) Supervisors (1 WF)

2LABDN - Liberal Arts & Sci -Nat Sci & Math(Not staffed)

102048 - Biological Sciences Total 19 (9 WM / 7 WF / 1 AM / 2 AF) Supervisors (3 WM)

700145 - 7BIOLO George R. Bousfield Total 4 (4 WM)

700457 - 7BIOLO Li Yao Total 1 (1 AF)

## Organizational Display

102049 - Chemistry Total 18 (9 WM / 6 WF / 2 AM / 1 AF) Supervisors (4 WM / 3 WF)

102052 - Geology Total 7 (6 WM / 1 WF) Supervisors (1 WM)

102057 - Mathematics & Statistics Total 42 (21 WM / 10 WF / 9 AM / 1 HM / 1 HF) Supervisors (8 WM / 2 WF / 3 AM)

102146 - Fairmount Ctr - Science & Math Educ Total 1 (1 WF) Supervisors (1 WF)

2LABDS - Liberal Arts & Sci -Social Sciences(Not staffed)

102053 - Elliott School of Communication Total 14 (6 WM / 7 WF / 1 IM) Supervisors (2 WM)

700173 - 7ELLIO Richard N. Armstrong Total 2 (2 BF) Supervisors (1 BF)

102060 - Political Science Total 6 (3 WM / 3 WF) Supervisors (2 WM / 2 WF)

102061 - Psychology Total 15 (7 WM / 4 WF / 1 BF / 2 AM / 1 2F) Supervisors (7 WM / 1 WF / 1 BF / 2 AM)

700205 - 7PSYCH Alex Chaparro Total 2 (2 WF) Supervisors (1 WF)

102063 - Sociology Total 9 (1 WM / 7 WF / 1 BF) Supervisors (2 WF)

102067 - Holmes Museum of Anthropology Total 1 (1 WF)

102068 - School of Community Affairs Total 8 (2 WM / 3 WF / 1 AM / 1 IF / 1 2F) Supervisors (1 2F)

102070 - Anthropology Total 5 (4 WM / 1 WF) Supervisors (1 WM)

102072 - Social Science Research Laboratory Total 2 (2 WF) Supervisors (1 WF)

102080 - School of Social Work Total 13 (2 WM / 8 WF / 2 BF / 1 AM) Supervisors (1 WM / 3 WF)

102140 - Hugo Wall School of Public Affairs Total 8 (3 WM / 2 WF / 1 BM / 1 BF / 1 AF) Supervisors (1 BM)

700355 - 7HWSUP HWS-Urban & Public Affairs Total 3 (1 WM / 1 WF / 1 BM)

102204 - Environmental Finance Center Total 2 (1 WF / 1 2F) Supervisors (1 2F)

102357 - Combating Human Trafficking Total 3 (3 WF) Supervisors (1 WF)

102361 - Aviation Human Factors Lab Total 1 (1 WM)

2LABDX - Liberal Arts & Sci -Other(Not staffed)

102046 - Liberal Arts Dean's Office Total 6 (3 WM / 3 WF) Supervisors (1 WM / 1 WF)

102075 - Liberal Arts Advising Center Total 13 (4 WM / 8 WF / 1 BF) Supervisors (2 WF)

102077 - Concurrent Enroll Partnership Prog Total 1 (1 WF)

2LIBD - Library(Not staffed)

2LIBDA - Library(Not staffed)

2LIBD5 - Library(Not staffed)

102800 - Library Total 41 (7 WM / 31 WF / 1 BM / 1 BF / 1 AM) Supervisors (1 WM / 13 WF / 1 BF / 1 AM)

## Organizational Display

2SEBD - Strategic Enrollment Mgmt(Not staffed)

2SEBDA - Strategic Enrollment Mgmt(Not staffed)

2AABD6 - Career Development(Not staffed)

102139 - Career Development Total 13 (2 WM / 7 WF / 2 BF / 1 IF / 1 2F) Supervisors (1 WM / 1 WF / 1 BF)

2SEB10 - Student Success(Not staffed)

101522 - Office of Student Success Total 8 (1 WM / 5 WF / 1 BF / 1 HF) Supervisors (3 WF / 1 BF)

2SEB11 - Undergraduate Admissions(Not staffed)

101911 - Undergraduate Admissions Total 33 (7 WM / 20 WF / 1 BM / 2 BF / 1 AM / 1 HF / 1 2F) Supervisors (3 WM / 7 WF / 1 BF / 1

AM)

2SEB12 - One Stop(Not staffed)

101963 - One Stop Student Services Total 8 (7 WF / 1 HF) Supervisors (2 WF)

2SEB14 - Online(Not staffed)

102611 - Online Education Total 14 (4 WM / 8 WF / 1 AF / 1 HF) Supervisors (1 WM / 1 WF)

2SEBD5 - Community Education(Not staffed)

102633 - Univ Conf & Non-Credit Programs Total 4 (1 WM / 2 WF / 1 BF) Supervisors (1 WM / 1 WF)

102635 - Community Education Total 1 (1 WF)

102636 - Hughes Metropolitan Complex Total 2 (1 WM / 1 IF) Supervisors (1 WM)

102639 - Workforce Development Total 1 (1 BF)

2SEBD6 - Financial Aid(Not staffed)

101902 - Office of Financial Aid Total 22 (1 WM / 14 WF / 1 BM / 3 BF / 2 AF / 1 IF) Supervisors (4 WF / 1 BF / 1 AF)

2SEBD7 - International Ed(Not staffed)

101918 - International Education Total 21 (1 WM / 15 WF / 1 AM / 3 AF / 1 HF) Supervisors (1 WM / 4 WF / 1 AF)

2SEBD8 - Media Resource Center(Not staffed)

102805 - Media Resources Admin Services Total 3 (1 WM / 2 WF) Supervisors (1 WM)

102806 - MRC - Instructional Design & Tech Total 5 (2 WM / 2 WF / 1 2F) Supervisors (1 WF)

102808 - MRC - Web Services Total 3 (3 WM)

102809 - MRC - Campus Media Services Total 3 (3 WM) Supervisors (1 WM)

102810 - MRC - Engineering Services Total 1 (1 WM)

102814 - MRC - Video Services Total 3 (3 WM) Supervisors (1 WM)

## Organizational Display

2SEBD9 - Registrar's Office(Not staffed)

101912 - Registrar's Office Total 26 (3 WM / 19 WF / 3 BF / 1 HF) Supervisors (1 WM / 6 WF / 1 HF)

3AFB - Div of Finance & Admin(Not staffed)

3AFBD - Administration Finance (College)(Not staffed)

3AFBDA - Administration & Finance(Not staffed)

101505 - VP for Finance & Administration Total 8 (4 WM / 4 WF) Supervisors (3 WM / 2 WF)

3ASBD - Administrative Services(Not staffed)

3ASBDA - Administrative Services(Not staffed)

101608 - Postal Services Total 7 (4 WM / 2 WF / 1 2F) Supervisors (1 WM)

108510 - Storeroom Clearing Total 3 (3 WF) Supervisors (1 WF)

108511 - Duplication Station - Clearing Total 2 (1 WM / 1 WF) Supervisors (1 WF)

3COBD - Financial Operations(Not staffed)

3COBDA - Financial Operations(Not staffed)

101510 - Financial Operations Total 35 (6 WM / 22 WF / 4 BF / 3 HF) Supervisors (5 WF / 1 BF / 1 HF)

101529 - Office of Purchasing Total 5 (1 WM / 3 WF / 1 BF) Supervisors (1 WM)

3FPBD - Facilities Planning(Not staffed)

3FPBDA - Facilities Planning(Not staffed)

108354 - Facilities Planning Total 4 (2 WM / 2 WF) Supervisors (1 WM / 1 WF)

3HRBD - Human Resources(Not staffed)

3HRBDA - Human Resources(Not staffed)

101506 - Office of Human Resources Total 23 (6 WM / 15 WF / 1 BF / 1 HF) Supervisors (8 WF)

3PDBD - WSU Police Department(Not staffed)

3PDBDA - WSU Police Department(Not staffed)

108371 - WSU Police Department Total 40 (24 WM / 9 WF / 2 BM / 3 HM / 2 HF) Supervisors (3 WM / 3 WF / 1 HM)

3PPBD - Physical Plant(Not staffed)

3PPBDA - Physical Plant(Not staffed)

3PPBD1 - Physical Plant Shops(Not staffed)

108321 - Building Maintenance Total 3 (3 WM) Supervisors (2 WM)

108374 - Mechanical Maintenance Total 4 (2 WM / 1 BM / 1 IM) Supervisors (1 BM)

## Organizational Display

108375 - Paint Shop Total 8 (7 WM / 1 WF) Supervisors (1 WM)

108376 - Carpentry Shop Total 8 (8 WM) Supervisors (1 WM)

108377 - Locksmith Shop Total 4 (4 WM) Supervisors (1 WM)

108378 - Plumbing Shop Total 5 (5 WM) Supervisors (1 WM)

108379 - Electrical Shop Total 10 (6 WM / 1 BM / 2 HM / 1 IM) Supervisors (1 IM)

108380 - HVAC Shop Total 9 (5 WM / 3 BM / 1 HM) Supervisors (1 WM)

108383 - EMS Total 4 (4 WM) Supervisors (1 WM)

108384 - AEGD Total 1 (1 HM)

108387 - EMS Athletics Total 2 (2 WM) Supervisors (1 WM)

108388 - Heskett Maintenance Total 2 (2 WM) Supervisors (1 WM)

3PPBD3 - Physical Plant General(Not staffed)

103026 - Environmental Health and Safety Total 3 (3 WM) Supervisors (2 WM)

108090 - Parking System Revenue Fund Total 7 (2 WM / 1 WF / 1 BF / 2 HM / 1 IF)

108311 - Central Energy Plant Total 8 (5 WM / 1 WF / 2 BM) Supervisors (1 WM)

108331 - Landscape & Ground Maintenance Total 23 (16 WM / 3 WF / 1 BM / 1 BF / 1 HM / 1 IM) Supervisors (1 WM / 1 WF)

108333 - Golf Course Property Maintenance Total 2 (1 WM / 1 HM) Supervisors (1 WM)

108341 - Custodial Maintenance Total 95 (17 WM / 12 WF / 18 BM / 9 BF / 4 AM / 21 AF / 9 HM / 5 HF) Supervisors (2 WM / 5 WF / 5 BM / 2 BF / 3 HM / 2 HF)

108351 - Physical Plant Director's Office Total 6 (1 WM / 3 WF / 1 BF / 1 HF) Supervisors (1 WM / 1 WF)

108352 - Architectural & Engineering Service Total 4 (4 WM) Supervisors (1 WM)

108381 - Auto Service Total 4 (3 WM / 1 HM) Supervisors (1 WM)

108386 - Campus Service Total 6 (6 WM) Supervisors (1 WM)

108504 - Physical Plant Stores Clearing Total 1 (1 WM)

4RAB - Div of Research & Tech Transfer(Not staffed)

4ANBD - Adv Networking Research Institute(Not staffed)

4ANBDA - Adv Networking Research Institute(Not staffed)

102382 - Ennovar-Operations Total 1 (1 WM)

102383 - Ennovar-Software Develop Services Total 2 (1 WM / 1 BM) Supervisors (1 WM / 1 BM)

102385 - Ennovar-Solution Ref Arch Services Total 3 (2 WM / 1 HM) Supervisors (1 WM)

## Organizational Display

4IABD - NIAR(Not staffed)

4IABDA - NIAR(Not staffed)

102152 - NIAR - Environmental Test Lab Total 18 (14 WM / 2 WF / 1 HM / 1 HF) Supervisors (4 WM / 1 WF)

102153 - NIAR - Calibration and Quality Lab Total 3 (2 WM / 1 HM) Supervisors (2 WM)

102155 - National Institute for Aviation Res Total 14 (5 WM / 7 WF / 2 BF) Supervisors (3 WM / 3 WF / 1 BF)

102156 - NIAR - Composites & Structures Total 47 (11 WM / 2 WF / 1 BM / 25 AM / 6 AF / 1 HM / 1 HF) Supervisors (6 WM / 1 BM / 5 AM / 1 AF / 1 HM)

102157 - NIAR - CAD/CAM Total 6 (2 WM / 2 WF / 1 AM / 1 HM) Supervisors (1 WM)

102159 - NIAR - Information Technology Ctr Total 5 (5 WM) Supervisors (1 WM)

102161 - NIAR-Emerging Tech & Composites Lab Total 6 (4 WM / 2 WF) Supervisors (1 WM / 1 WF)

102163 - NIAR - Crash Dynamics Total 6 (5 WM / 1 BM) Supervisors (2 WM)

102164 - NIAR - Advanced Coating Lab Total 4 (2 WM / 1 WF / 1 AM) Supervisors (1 WM / 1 AM)

102169 - NIAR - Aircraft Struc Test/Eval Ctr Total 49 (36 WM / 8 WF / 3 BM / 1 AM / 1 HM) Supervisors (2 WM / 2 WF)

102170 - NIAR - 3D Prototyping Lab Total 3 (3 WM) Supervisors (1 WM)

102173 - NIAR - Communications Total 2 (2 WF) Supervisors (1 WF)

102174 - NIAR - Computational Mechanics Total 15 (7 WM / 4 AM / 2 AF / 2 HM) Supervisors (1 WM)

102175 - NIAR - Walter H. Beech Wind Tunnel Total 4 (3 WM / 1 WF) Supervisors (1 WM)

102176 - NIAR - Virtual Reality Lab Total 1 (1 WM) Supervisors (1 WM)

102177 - NIAR - Shop Total 2 (1 WM / 1 AM) Supervisors (1 WM)

102178 - NIAR - Robotics and Automation Lab Total 3 (2 WM / 1 AM) Supervisors (1 WM)

102205 - Applied Learning Program Total 2 (1 WM / 1 WF) Supervisors (1 WM / 1 WF)

4RABD - Research & Tech Transfer (College)(Not staffed)

4RABDB - Research and Tech Transfer(Not staffed)

101585 - Research Compliance Office Total 3 (3 WF) Supervisors (1 WF)

101595 - Sponsored Research Accounting Total 7 (4 WF / 1 HF / 2 IF) Supervisors (1 HF)

102343 - Small Business Development Center Total 3 (1 WM / 2 WF) Supervisors (1 WF)

102650 - Training and Technology Team-T3 Lab Total 6 (1 WF / 4 AM / 1 AF) Supervisors (1 AM)

103001 - Office of Research & Technology Tsf Total 3 (2 BF / 1 AM)

103003 - Community Engagement Institute Total 38 (12 WM / 22 WF / 2 BM / 1 AF / 1 HM) Supervisors (4 WM / 5 WF)

## Organizational Display

- 103060 - WSU Ventures Total 6 (1 WM / 5 WF) Supervisors (3 WF)
- 103061 - ORTT Pre-Award Total 9 (1 WM / 7 WF / 1 AF) Supervisors (1 WF)
- 700500 - 7RESEA PTAC Grant Total 4 (1 WM / 2 WF / 1 AM) Supervisors (1 WM / 1 WF)
- 4ROBD - Research & Tech Transfer-Other(Not staffed)
  - 4ROBDA - Research and Tech Transfer-OTHER(Not staffed)
- 102380 - GoCreate Maker Space Total 6 (5 WM / 1 WF) Supervisors (2 WM)
- 5SAB - Division of Student Affairs(Not staffed)
  - 5SABD - Student Affairs (College)(Not staffed)
    - 5SABDA - Student Affairs (General)(Not staffed)
  - 101903 - VP for Student Affairs Total 3 (3 WF) Supervisors (2 WF)
  - 101908 - Counseling & Testing Center Total 11 (1 WM / 6 WF / 2 BF / 1 HF / 1 2M) Supervisors (3 WF / 2 BF)
  - 101916 - Office of Disability Services Total 6 (2 WM / 4 WF) Supervisors (1 WM / 2 WF)
  - 101953 - Student Government Association Total 1 (1 WF)
  - 101969 - Child Development Center Total 10 (9 WF / 1 BF) Supervisors (1 WF)
  - 101972 - WSU Crew Total 2 (1 WM / 1 WF) Supervisors (1 WM)
  - 101980 - Student Conduct and Comm Standards Total 3 (1 WM / 2 WF) Supervisors (1 WF)
  - 101982 - Campus Recreation Total 8 (3 WM / 5 WF) Supervisors (3 WM / 3 WF)
  - 108036 - Housing and Residence Life Total 24 (10 WM / 6 WF / 2 BM / 1 BF / 3 HM / 1 HF / 1 IF) Supervisors (4 WM / 4 WF / 1 HM)
  - 108100 - Student Health Services Total 14 (12 WF / 1 BF / 1 HF) Supervisors (2 WF)
- 5SLBD - Student Life(Not staffed)
  - 5SLBDA - Student Engagement-Dean of Students(Not staffed)
    - 101915 - Wellness & Student Life Total 4 (3 WF / 1 BM) Supervisors (1 WF / 1 BM)
    - 101917 - Student Involvement Total 9 (1 WM / 8 WF) Supervisors (1 WM / 6 WF)
    - 101931 - Office of Diversity and Inclusion Total 4 (1 WM / 1 BF / 1 AM / 1 HF) Supervisors (1 BF / 1 AM / 1 HF)
- 6UAB - Division of Strategic Communication(Not staffed)
  - 6URBD - Strategic Communications(Not staffed)
    - 6URBDA - Strategic Communications(Not staffed)
      - 101584 - VP for Strategic Communications Total 1 (1 WM) Supervisors (1 WM)
      - 101600 - Alumni Total 7 (1 WM / 6 WF) Supervisors (2 WF)

## Organizational Display

101610 - Strategic Communications Total 15 (4 WM / 9 WF / 1 BF / 1 IM) Supervisors (2 WM / 3 WF)

8GCB - Division of General Counsel(Not staffed)

8GCBD - General Counsel (College)(Not staffed)

8GCBDA - General Counsel(Not staffed)

101535 - General Counsel Total 5 (1 WM / 4 WF) Supervisors (1 WM)

9DCB - Div of Diversity & Comm Engagement(Not staffed)

5TRBD - Disability Services & TRIO Programs(Not staffed)

5TRBDA - Disability Services & TRIO Programs(Not staffed)

101909 - WSU TRIO Programs Support Total 3 (1 BF / 1 AM / 1 HF) Supervisors (1 BF)

7DICE - RES Diversity & Comm Eng (College)(Not staffed)

7EDDIS - Ed-Disability Services Student Sup(Not staffed)

700681 - 7EDDIS Vanessa Souriya-Mnirajd Total 3 (2 WF / 1 AF) Supervisors (1 WF / 1 AF)

7EDDST - Ed-Student Support Services(Not staffed)

700605 - 7EDDST Kennedy Musamali Total 4 (2 BM / 1 BF / 1 AF) Supervisors (1 BM / 1 BF)

7EDEOC - ED-Educational Opportunity Centers(Not staffed)

700236 - 7EDEOC Frances M. Ervin Total 2 (2 BF) Supervisors (1 BF)

7EDGEA - Ed-Gear-Up State Award(Not staffed)

700257 - 7EDGEA Corinne L. Nilsen Total 31 (7 WM / 14 WF / 1 BM / 5 BF / 1 HM / 3 HF) Supervisors (6 WF / 1 BF / 2 HF)

700556 - 7EDGEA Riccardo Lamont Harris Total 1 (1 BM)

7EDRON - Ed-Ronald E. McNair Program(Not staffed)

700238 - 7EDRON Lawanda R. Holt-Fields Total 3 (2 BF / 1 HF) Supervisors (2 BF)

7EDTAL - Ed-Talent Search Program(Not staffed)

700239 - 7EDTAL Larry Ramos Total 6 (1 BM / 2 BF / 1 AF / 2 HM) Supervisors (1 HM)

7EDUBP - Ed - Upward Bound/Wichita Prep(Not staffed)

700444 - 7EDUBP Rhonda K. Hicks Total 4 (1 WM / 1 WF / 1 BF / 1 HF) Supervisors (1 WM / 1 BF / 1 HF)

7EDUPM - Ed-Upward Bound Math & Science(Not staffed)

700241 - 7EDUPM UB Math Science Total 3 (1 BM / 1 BF / 1 HF) Supervisors (1 BM / 1 BF / 1 HF)

7EDVET - ED-Veterans Upward Bound Program(Not staffed)

700371 - 7EDVET Veterans Upward Bound Total 4 (1 WM / 2 BF / 1 IF) Supervisors (1 BF)

## Organizational Display

9DCBD - Diversity & Comm Engage (College)(Not staffed)

9DCBDA - Diversity and Community Engagement(Not staffed)

101597 - Diversity and Community Engagement Total 2 (2 BF) Supervisors (1 BF)

101975 - Military and Veteran Student Center Total 1 (1 WF)

102142 - Public Policy and Management Center Total 6 (5 WF / 1 HF) Supervisors (3 WF)

## Supervisor by Department

Department Code	Department Name	Job Title	Total	Race/Gender
101500	President's Office	Clerical and Secretarial	1	1 WF
101500	President's Office	Executive, Administrative	2	2 WM
101505	VP for Finance & Administration	Executive, Administrative	5	3 WM / 2 WF
101506	Office of Human Resources	Executive, Administrative	1	1 WF
101506	Office of Human Resources	Professional Non-Faculty	7	7 WF
101509	Office of Academic Affairs	Clerical and Secretarial	1	1 WF
101509	Office of Academic Affairs	Executive, Administrative	5	3 WM / 2 WF
101510	Financial Operations	Clerical and Secretarial	1	1 WF
101510	Financial Operations	Executive, Administrative	4	3 WF / 1 BF
101510	Financial Operations	Professional Non-Faculty	2	1 WF / 1 HF
101522	Office of Student Success	Professional Non-Faculty	4	3 WF / 1 BF
101529	Office of Purchasing	Executive, Administrative	1	1 WM
101535	General Counsel	Executive, Administrative	1	1 WM
101583	Equal Opportunity and Title IX	Executive, Administrative	1	1 WF
101584	VP for Strategic Communications	Executive, Administrative	1	1 WM
101585	Research Compliance Office	Executive, Administrative	1	1 WF
101595	Sponsored Research Accounting	Professional Non-Faculty	1	1 HF
101597	Diversity and Community Engagement	Professional Non-Faculty	1	1 BF
101600	Alumni	Clerical and Secretarial	1	1 WF
101600	Alumni	Executive, Administrative	1	1 WF
101604	Telecommunications Services	Executive, Administrative	1	1 WM
101604	Telecommunications Services	Professional Non-Faculty	1	1 WM
101608	Postal Services	Executive, Administrative	1	1 WM
101610	Strategic Communications	Executive, Administrative	2	1 WM / 1 WF
101610	Strategic Communications	Professional Non-Faculty	3	1 WM / 2 WF
101902	Office of Financial Aid	Executive, Administrative	1	1 AF
101902	Office of Financial Aid	Professional Non-Faculty	5	4 WF / 1 BF
101903	VP for Student Affairs	Clerical and Secretarial	1	1 WF
101903	VP for Student Affairs	Executive, Administrative	1	1 WF
101908	Counseling & Testing Center	Clerical and Secretarial	1	1 BF
101908	Counseling & Testing Center	Professional Non-Faculty	4	3 WF / 1 BF
101909	WSU TRIO Programs Support	Executive, Administrative	1	1 BF
101911	Undergraduate Admissions	Clerical and Secretarial	1	1 WF
101911	Undergraduate Admissions	Executive, Administrative	1	1 AM
101911	Undergraduate Admissions	Professional Non-Faculty	10	3 WM / 6 WF / 1 BF
101912	Registrar's Office	Clerical and Secretarial	5	1 WM / 3 WF / 1 HF
101912	Registrar's Office	Executive, Administrative	1	1 WF
101912	Registrar's Office	Professional Non-Faculty	2	2 WF
101915	Wellness & Student Life	Executive, Administrative	2	1 WF / 1 BM

## Supervisor by Department

101916	Office of Disability Services	Clerical and Secretarial	1	1 WF
101916	Office of Disability Services	Executive, Administrative	1	1 WM
101916	Office of Disability Services	Professional Non-Faculty	1	1 WF
101917	Student Involvement	Clerical and Secretarial	1	1 WF
101917	Student Involvement	Executive, Administrative	1	1 WF
101917	Student Involvement	Professional Non-Faculty	5	1 WM / 4 WF
101918	International Education	Executive, Administrative	1	1 WM
101918	International Education	Professional Non-Faculty	5	4 WF / 1 AF
101931	Office of Diversity and Inclusion	Executive, Administrative	1	1 HF
101931	Office of Diversity and Inclusion	Professional Non-Faculty	2	1 BF / 1 AM
101963	One Stop Student Services	Clerical and Secretarial	1	1 WF
101963	One Stop Student Services	Professional Non-Faculty	1	1 WF
101969	Child Development Center	Executive, Administrative	1	1 WF
101972	WSU Crew	Professional Non-Faculty	1	1 WM
101980	Student Conduct and Comm Standards	Executive, Administrative	1	1 WF
101982	Campus Recreation	Executive, Administrative	1	1 WM
101982	Campus Recreation	Professional Non-Faculty	5	2 WM / 3 WF
102000	Barton School Dean's Office	Clerical and Secretarial	1	1 WF
102000	Barton School Dean's Office	Executive, Administrative	1	1 AM
102001	School of Accountancy	Faculty	1	1 WM
102004	Economics	Clerical and Secretarial	1	1 IF
102004	Economics	Faculty	2	1 WM / 1 AM
102005	Barton School Student Records & Adv	Clerical and Secretarial	1	1 WF
102005	Barton School Student Records & Adv	Professional Non-Faculty	1	1 BM
102008	Graduate Studies in Business	Executive, Administrative	1	1 AM
102009	Curriculum & Instruction	Faculty	2	1 WF / 1 HM
102011	Education Dean's Office	Executive, Administrative	1	1 WF
102014	Communication Sciences & Disorders	Faculty	12	3 WM / 8 WF / 1 AM
102015	Human Performance Studies	Faculty	3	3 WM
102018	Education Support Services	Clerical and Secretarial	1	1 WM
102018	Education Support Services	Executive, Administrative	1	1 WF
102019	Counsel, Leadership, Ed & Sch Psych	Faculty	2	2 WF
102021	Engineering Dean's Office	Clerical and Secretarial	1	1 WF
102021	Engineering Dean's Office	Executive, Administrative	3	2 WM / 1 WF
102021	Engineering Dean's Office	Faculty	2	1 WM / 1 WF
102021	Engineering Dean's Office	Professional Non-Faculty	5	2 WM / 1 WF / 1 BM / 1 HF
102022	Aerospace Engineering	Faculty	7	4 WM / 3 AM
102025	Industrial & Manufacturing Engr	Faculty	6	2 WM / 2 AM / 1 HM / 1 HF
102026	Mechanical Engineering	Faculty	5	1 BM / 4 AM
102031	Fine Arts Dean's Office	Executive, Administrative	1	1 WM
102031	Fine Arts Dean's Office	Professional Non-Faculty	2	1 WM / 1 WF

## Supervisor by Department

102038	Sport Management	Faculty	1	1 WM
102046	Liberal Arts Dean's Office	Executive, Administrative	1	1 WM
102046	Liberal Arts Dean's Office	Professional Non-Faculty	1	1 WF
102048	Biological Sciences	Faculty	3	3 WM
102049	Chemistry	Clerical and Secretarial	1	1 WF
102049	Chemistry	Faculty	6	4 WM / 2 WF
102050	English	Executive, Administrative	1	1 WF
102050	English	Faculty	2	2 WF
102052	Geology	Faculty	1	1 WM
102053	Elliott School of Communication	Faculty	2	2 WM
102054	History	Clerical and Secretarial	1	1 WF
102054	History	Faculty	2	2 WM
102057	Mathematics & Statistics	Faculty	13	8 WM / 2 WF / 3 AM
102058	Electrical Engr & Computer Science	Faculty	7	2 WM / 5 AM
102060	Political Science	Faculty	4	2 WM / 2 WF
102061	Psychology	Clerical and Secretarial	1	1 WF
102061	Psychology	Faculty	10	7 WM / 1 BF / 2 AM
102062	Philosophy	Faculty	1	1 WM
102063	Sociology	Faculty	2	2 WF
102064	Modern & Classical Lang & Lit	Faculty	2	1 WM / 1 HM
102068	School of Community Affairs	Faculty	1	1 2F
102069	Women's Studies & Religion	Faculty	1	1 BF
102070	Anthropology	Faculty	1	1 WM
102072	Social Science Research Laboratory	Professional Non-Faculty	1	1 WF
102073	KMUW	Executive, Administrative	3	3 WF
102073	KMUW	Professional Non-Faculty	2	1 WM / 1 WF
102075	Liberal Arts Advising Center	Clerical and Secretarial	1	1 WF
102075	Liberal Arts Advising Center	Executive, Administrative	1	1 WF
102080	School of Social Work	Faculty	3	1 WM / 2 WF
102080	School of Social Work	Professional Non-Faculty	1	1 WF
102090	Center for Econ Dev & Business Res	Executive, Administrative	1	1 WM
102091	Center for Entrepreneurship	Executive, Administrative	1	1 WM
102091	Center for Entrepreneurship	Professional Non-Faculty	1	1 WF
102092	Marketing	Faculty	2	1 WM / 1 WF
102093	Management	Faculty	1	1 WM
102094	Finance Real Estate & Decision Sci	Faculty	3	2 WM / 1 WF
102097	Art, Design & Creative Industries	Clerical and Secretarial	1	1 WF
102097	Art, Design & Creative Industries	Faculty	6	5 WM / 1 WF
102098	School of Music	Clerical and Secretarial	1	1 IF
102098	School of Music	Faculty	11	6 WM / 5 WF
102099	School of Performing Arts	Clerical and Secretarial	1	1 WF

## Supervisor by Department

102099	School of Performing Arts	Faculty	2	1 WF / 1 AM
102099	School of Performing Arts	Professional Non-Faculty	2	1 WM / 1 WF
102110	Health Professions Dean's Office	Clerical and Secretarial	1	1 WF
102110	Health Professions Dean's Office	Executive, Administrative	3	1 WM / 1 WF / 1 BF
102110	Health Professions Dean's Office	Professional Non-Faculty	1	1 WF
102111	School of Nursing	Faculty	3	3 WF
102112	Dental Hygiene	Clerical and Secretarial	2	2 WF
102112	Dental Hygiene	Faculty	1	1 WF
102114	Medical Laboratory Sciences	Faculty	1	1 WF
102115	Public Health Sciences	Faculty	2	2 WF
102117	Physical Therapy	Faculty	2	1 WM / 1 WF
102118	Advanced Educ in General Dentistry	Clerical and Secretarial	1	1 WF
102118	Advanced Educ in General Dentistry	Faculty	1	1 WM
102118	Advanced Educ in General Dentistry	Professional Non-Faculty	1	1 WF
102119	Physician Assistant Program	Faculty	1	1 WF
102119	Physician Assistant Program	Professional Non-Faculty	1	1 WF
102120	Intercollegiate Athletics	Executive, Administrative	1	1 WM
102120	Intercollegiate Athletics	Professional Non-Faculty	12	6 WM / 3 WF / 2 BM / 1 IM
102120	Intercollegiate Athletics	Service / Maintenance	1	1 WM
102122	Graduate School Dean's Office	Executive, Administrative	3	1 WM / 2 WF
102122	Graduate School Dean's Office	Professional Non-Faculty	4	3 WF / 1 BF
102134	Ulrich Museum of Art	Clerical and Secretarial	1	1 WF
102134	Ulrich Museum of Art	Executive, Administrative	1	1 WM
102134	Ulrich Museum of Art	Professional Non-Faculty	2	2 WF
102134	Ulrich Museum of Art	Technical and Paraprofessional	1	1 WM
102139	Career Development	Clerical and Secretarial	1	1 BF
102139	Career Development	Executive, Administrative	1	1 WF
102139	Career Development	Professional Non-Faculty	1	1 WM
102140	Hugo Wall School of Public Affairs	Faculty	1	1 BM
102141	Performance Facilities	Executive, Administrative	1	1 WM
102142	Public Policy and Management Center	Professional Non-Faculty	3	3 WF
102144	Information Technology Services	Executive, Administrative	6	4 WM / 2 WF
102144	Information Technology Services	Professional Non-Faculty	13	7 WM / 6 WF
102146	Fairmount Ctr - Science & Math Educ	Professional Non-Faculty	1	1 WF
102152	NIAR - Environmental Test Lab	Executive, Administrative	1	1 WM
102152	NIAR - Environmental Test Lab	Professional Non-Faculty	4	3 WM / 1 WF
102153	NIAR - Calibration and Quality Lab	Professional Non-Faculty	2	2 WM

## Supervisor by Department

102155	National Institute for Aviation Res	Clerical and Secretarial	1	1 WF
102155	National Institute for Aviation Res	Executive, Administrative	2	2 WM
102155	National Institute for Aviation Res	Professional Non-Faculty	4	1 WM / 2 WF / 1 BF
102156	NIAR - Composites & Structures	Professional Non-Faculty	12	5 WM / 5 AM / 1 AF / 1 HM
102156	NIAR - Composites & Structures	Technical and Paraprofessional	2	1 WM / 1 BM
102157	NIAR - CAD/CAM	Executive, Administrative	1	1 WM
102159	NIAR - Information Technology Ctr	Professional Non-Faculty	1	1 WM
102161	NIAR-Emerging Tech & Composites Lab	Professional Non-Faculty	2	1 WM / 1 WF
102163	NIAR - Crash Dynamics	Executive, Administrative	1	1 WM
102163	NIAR - Crash Dynamics	Professional Non-Faculty	1	1 WM
102164	NIAR - Advanced Coating Lab	Executive, Administrative	1	1 WM
102164	NIAR - Advanced Coating Lab	Professional Non-Faculty	1	1 AM
102169	NIAR - Aircraft Struc Test/Eval Ctr	Clerical and Secretarial	1	1 WF
102169	NIAR - Aircraft Struc Test/Eval Ctr	Executive, Administrative	2	1 WM / 1 WF
102169	NIAR - Aircraft Struc Test/Eval Ctr	Professional Non-Faculty	1	1 WM
102170	NIAR - 3D Prototyping Lab	Professional Non-Faculty	1	1 WM
102173	NIAR - Communications	Executive, Administrative	1	1 WF
102174	NIAR - Computational Mechanics	Professional Non-Faculty	1	1 WM
102175	NIAR - Walter H. Beech Wind Tunnel	Professional Non-Faculty	1	1 WM
102176	NIAR - Virtual Reality Lab	Professional Non-Faculty	1	1 WM
102177	NIAR - Shop	Professional Non-Faculty	1	1 WM
102178	NIAR - Robotics and Automation Lab	Executive, Administrative	1	1 WM
102190	Biomedical Engineering	Faculty	6	4 WM / 2 AM
102204	Environmental Finance Center	Executive, Administrative	1	1 2F
102205	Applied Learning Program	Professional Non-Faculty	2	1 WM / 1 WF
102308	Kansas Council on Economic Ed	Executive, Administrative	2	1 WM / 1 WF
102343	Small Business Development Center	Professional Non-Faculty	1	1 WF
102348	Engineering Technology	Faculty	1	1 WM
102357	Combating Human Trafficking	Professional Non-Faculty	1	1 WF
102380	GoCreate Maker Space	Executive, Administrative	1	1 WM
102380	GoCreate Maker Space	Professional Non-Faculty	1	1 WM
102383	Ennovar-Software Develop Services	Professional Non-Faculty	2	1 WM / 1 BM
102385	Ennovar-Solution Ref Arch Services	Executive, Administrative	1	1 WM
102510	Intensive English Language Center	Executive, Administrative	1	1 WF
102602	WSU West	Executive, Administrative	1	1 HM

## Supervisor by Department

102606	Center for Management Development	Executive, Administrative	1	1 WF
102606	Center for Management Development	Professional Non-Faculty	2	2 WF
102607	WSU South	Clerical and Secretarial	1	1 WF
102607	WSU South	Executive, Administrative	1	1 AM
102608	Office of Adult Learning	Executive, Administrative	1	1 WF
102608	Office of Adult Learning	Professional Non-Faculty	1	1 WF
102611	Online Education	Executive, Administrative	1	1 WM
102611	Online Education	Professional Non-Faculty	1	1 WF
102633	Univ Conf & Non-Credit Programs	Executive, Administrative	1	1 WF
102633	Univ Conf & Non-Credit Programs	Professional Non-Faculty	1	1 WM
102636	Hughes Metropolitan Complex	Professional Non-Faculty	1	1 WM
102650	Training and Technology Team-T3 Lab	Executive, Administrative	1	1 AM
102800	Library	Clerical and Secretarial	8	1 WM / 6 WF / 1 BF
102800	Library	Executive, Administrative	1	1 WF
102800	Library	Faculty	4	4 WF
102800	Library	Professional Non-Faculty	3	2 WF / 1 AM
102805	Media Resources Admin Services	Executive, Administrative	1	1 WM
102806	MRC - Instructional Design & Tech	Professional Non-Faculty	1	1 WF
102809	MRC - Campus Media Services	Professional Non-Faculty	1	1 WM
102814	MRC - Video Services	Professional Non-Faculty	1	1 WM
103003	Community Engagement Institute	Executive, Administrative	6	4 WM / 2 WF
103003	Community Engagement Institute	Professional Non-Faculty	3	3 WF
103026	Environmental Health and Safety	Executive, Administrative	1	1 WM
103026	Environmental Health and Safety	Technical and Paraprofessional	1	1 WM
103060	WSU Ventures	Executive, Administrative	2	2 WF
103060	WSU Ventures	Professional Non-Faculty	1	1 WF
103061	ORTT Pre-Award	Executive, Administrative	1	1 WF
108036	Housing and Residence Life	Executive, Administrative	1	1 WM
108036	Housing and Residence Life	Professional Non-Faculty	6	2 WM / 4 WF
108036	Housing and Residence Life	Service / Maintenance	1	1 HM
108036	Housing and Residence Life	Skilled Crafts	1	1 WM
108100	Student Health Services	Executive, Administrative	1	1 WF
108100	Student Health Services	Professional Non-Faculty	1	1 WF
108311	Central Energy Plant	Professional Non-Faculty	1	1 WM
108321	Building Maintenance	Executive, Administrative	2	2 WM
108331	Landscape & Ground Maintenance	Service / Maintenance	2	1 WM / 1 WF
108333	Golf Course Property Maintenance	Service / Maintenance	1	1 WM
108341	Custodial Maintenance	Executive, Administrative	1	1 BM

## Supervisor by Department

108341	Custodial Maintenance	Service / Maintenance	18	2 WM / 5 WF / 4 BM / 2 BF / 3 HM / 2 HF
108351	Physical Plant Director's Office	Executive, Administrative	1	1 WM
108351	Physical Plant Director's Office	Professional Non-Faculty	1	1 WF
108352	Architectural & Engineering Service	Professional Non-Faculty	1	1 WM
108354	Facilities Planning	Executive, Administrative	2	1 WM / 1 WF
108371	WSU Police Department	Clerical and Secretarial	1	1 WF
108371	WSU Police Department	Professional Non-Faculty	4	2 WM / 2 WF
108371	WSU Police Department	Service / Maintenance	2	1 WM / 1 HM
108374	Mechanical Maintenance	Skilled Crafts	1	1 BM
108375	Paint Shop	Skilled Crafts	1	1 WM
108376	Carpentry Shop	Skilled Crafts	1	1 WM
108377	Locksmith Shop	Skilled Crafts	1	1 WM
108378	Plumbing Shop	Skilled Crafts	1	1 WM
108379	Electrical Shop	Skilled Crafts	1	1 IM
108380	HVAC Shop	Skilled Crafts	1	1 WM
108381	Auto Service	Skilled Crafts	1	1 WM
108383	EMS	Technical and Paraprofessional	1	1 WM
108386	Campus Service	Service / Maintenance	1	1 WM
108387	EMS Athletics	Skilled Crafts	1	1 WM
108388	Heskett Maintenance	Skilled Crafts	1	1 WM
108510	Storeroom Clearing	Professional Non-Faculty	1	1 WF
108511	Duplication Station - Clearing	Professional Non-Faculty	1	1 WF
700059	7AEROS L. Scott Miller	Professional Non-Faculty	1	1 WF
700173	7ELLIO Richard N. Armstrong	Professional Non-Faculty	1	1 BF
700205	7PSYCH Alex Chaparro	Professional Non-Faculty	1	1 WF
700236	7EDEOC Frances M. Ervin	Professional Non-Faculty	1	1 BF
700238	7EDRON Lawanda R. Holt-Fields	Clerical and Secretarial	1	1 BF
700238	7EDRON Lawanda R. Holt-Fields	Professional Non-Faculty	1	1 BF
700239	7EDTAL Larry Ramos	Professional Non-Faculty	1	1 HM
700241	7EDUPM UB Math Science	Clerical and Secretarial	1	1 HF
700241	7EDUPM UB Math Science	Professional Non-Faculty	2	1 BM / 1 BF
700257	7EDGEA Corinne L. Nilsen	Professional Non-Faculty	9	6 WF / 1 BF / 2 HF
700371	7EDVET Veterans Upward Bound	Professional Non-Faculty	1	1 BF
700444	7EDUBP Rhonda K. Hicks	Professional Non-Faculty	3	1 WM / 1 BF / 1 HF
700500	7RESEA PTAC Grant	Professional Non-Faculty	2	1 WM / 1 WF
700512	7ENGIN Engineering Expansion Grant	Faculty	2	1 WM / 1 WF
700605	7EDDST Kennedy Musamali	Professional Non-Faculty	2	1 BM / 1 BF
700681	7EDDIS Vanessa Souriya-Mnirajd	Clerical and Secretarial	1	1 WF
700681	7EDDIS Vanessa Souriya-Mnirajd	Professional Non-Faculty	1	1 AF

## **Job Group Analysis**

**41 C.F.R. 60-2.12**

As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and females in the workforce covered by this AAP with the estimate of the available qualified minorities and females who could be employed by Wichita State University in positions covered by this AAP.

In designing our job groups we considered similarities of duties and opportunities.

Although not a determinative factor in designing job groups, we also attempted to create job groups large enough to conduct appropriate analysis.

The following charts identify the job groups created for this AAP, the job titles that comprise each job group, the percentage of minority incumbents and the percentage of female incumbents in each job group.

## Job Group Analysis

1

Executive, Administrative and Managerial

EEO Code: 1

Job Code & Title		Min	Fem								
1 - Executive, Administrative	#	14	65								
138 Employees	%	10.14	47.10								
138 Employees	#	14	65								
	%	10.14	47.10								

Totals

## Job Group Analysis

2

Faculty

EEO Code: 2

Job Code & Title		Min	Fem								
2 - Faculty	#	116	236								
524 Employees	%	22.14	45.04								
524 Employees	Totals	#	116	236							
		%	22.14	45.04							

## Job Group Analysis

3

Professional Non-Faculty

EEO Code: 3

Job Code & Title		Min	Fem								
3 - Professional Non-Faculty	#	178	430								
749 Employees	%	23.77	57.41								
749 Employees	Totals	#	178	430							
		%	23.77	57.41							

## Job Group Analysis

4

Technical and Paraprofessional

EEO Code: 4

Job Code & Title		Min	Fem								
4 - Technical and Paraprofessional	#	15	22								
75 Employees	%	20.00	29.33								
75 Employees	#	15	22								
	%	20.00	29.33								

Totals

## Job Group Analysis

5

Clerical and Secretarial

EEO Code: 5

Job Code & Title		Min	Fem								
5 - Clerical and Secretarial	#	42	209								
234 Employees	%	17.95	89.32								
234 Employees	Totals	#	42	209							
		%	17.95	89.32							

## Job Group Analysis

6

Skilled Crafts

EEO Code: 6

Job Code & Title		Min	Fem								
6 - Skilled Crafts	#	16	3								
83 Employees	%	19.28	3.61								
83 Employees	Totals	#	16	3							
		%	19.28	3.61							

## Job Group Analysis

7

Service/Maintenance

EEO Code: 7

Job Code & Title		Min	Fem								
7 - Service / Maintenance	#	84	55								
152 Employees	%	55.26	36.18								
152 Employees	Totals	#	84	55							
		%	55.26	36.18							

## Availability Analysis

41 C.F.R. 60-2.14

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

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable, and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and females. Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For this availability analysis, we have used the EEO Tabulation 2006-2010 American Community Survey data. Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

### 1 - Executive, Administrative and Managerial

Factor 1: *United States*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1 - Executive, Administrative and Managerial. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2, 3*- This pool of feeder positions for job group 1 - Executive, Administrative and Managerial was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### 2 - Faculty

Factor 1: *United States*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2 - Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- Entry level. There are no feeder positions for this job group.

### 3 - Professional Non-Faculty

Factor 1: *Kansas*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3 - Professional Non-

Faculty. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5, 6*- This pool of feeder positions for job group 3 - Professional Non-Faculty was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

#### **4 - Technical and Paraprofessional**

Factor 1: *Kansas*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 4 - Technical and Paraprofessional. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- Entry level. There are no feeder positions for this job group.

#### **5 - Clerical and Secretarial**

Factor 1: *Wichita, KS Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5 - Clerical and Secretarial. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- Entry level. There are no feeder positions for this job group.

#### **6 - Skilled Crafts**

Factor 1: *Wichita, KS Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6 - Skilled Crafts. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 7*- This pool of feeder positions for job group 6 - Skilled Crafts was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

#### **7 - Service/Maintenance**

Factor 1: *Wichita, KS Metropolitan Statistical Area*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7 - Service/Maintenance. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- Entry level. There are no feeder positions for this job group.

## Availability Factor Computation Form

### 1 - Executive, Administrative and Managerial

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	80.00	Raw Statistics	21.15	39.77								United States
		Weighted Factor	16.92	31.82								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	20.00	Raw Statistics	23.10	52.32								Feeder Job Computations
		Weighted Factor	4.62	10.46								
		Availability	21.54	42.28								

# Availability Factor Computation Form

## 2 - Faculty

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	25.24	48.01								United States
		Weighted Factor	25.24	48.01								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00								Feeder Job Computations
		Weighted Factor	0.00	0.00								
		Availability	25.24	48.01								

# Availability Factor Computation Form

## 3 - Professional Non-Faculty

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	80.00	Raw Statistics	12.96	46.65								Kansas
		Weighted Factor	10.37	37.32								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	20.00	Raw Statistics	18.30	66.88								Feeder Job Computations
		Weighted Factor	3.66	13.38								
		Availability	14.03	50.70								

# Availability Factor Computation Form

## 4 - Technical and Paraprofessional

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.58	49.94								Kansas
		Weighted Factor	16.58	49.94								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00								Feeder Job Computations
		Weighted Factor	0.00	0.00								
		Availability	16.58	49.94								

# Availability Factor Computation Form

## 5 - Clerical and Secretarial

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	15.91	65.61								Wichita, KS Metropolitan Statistical Area
		Weighted Factor	15.91	65.61								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00								Feeder Job Computations
		Weighted Factor	0.00	0.00								
		Availability	15.91	65.61								

# Availability Factor Computation Form

## 6 - Skilled Crafts

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	80.00	Raw Statistics	24.09	11.55								Wichita, KS Metropolitan Statistical Area
		Weighted Factor	19.27	9.24								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	20.00	Raw Statistics	55.26	36.18								Feeder Job Computations
		Weighted Factor	11.05	7.24								
		Availability	30.32	16.48								

# Availability Factor Computation Form

## 7 - Service/Maintenance

Factor	Weight %		Min	Fem								Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	24.09	11.55								Wichita, KS Metropolitan Statistical Area
		Weighted Factor	24.09	11.55								
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00								Feeder Job Computations
		Weighted Factor	0.00	0.00								
		Availability	24.09	11.55								

## **Comparison of Incumbency vs. Estimated Availability**

### **41 C.F.R. 60-2.15**

Wichita State University has compared the representation of minorities and females in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the University determined whether the difference was greater than could reasonably be expected. The comparison of availability with actual representation follows:

# Incumbency vs. Estimated Availability

1		Executive, Administrative and Managerial	
Total Emp 138		Min	Fem
	Employment %	10.14	47.10
	Availability %	21.54	42.28
	Statistical Value	3.256	
2		Faculty	
Total Emp 524		Min	Fem
	Employment %	22.14	45.04
	Availability %	25.24	48.01
	Statistical Value	1.635	1.362
3		Professional Non-Faculty	
Total Emp 749		Min	Fem
	Employment %	23.77	57.41
	Availability %	14.03	50.70
	Statistical Value		
4		Technical and Paraprofessional	
Total Emp 75		Min	Fem
	Employment %	20.00	29.33
	Availability %	16.58	49.94
	Statistical Value		3.569
5		Clerical and Secretarial	
Total Emp 234		Min	Fem
	Employment %	17.95	89.32
	Availability %	15.91	65.61
	Statistical Value		
6		Skilled Crafts	
Total Emp 83		Min	Fem
	Employment %	19.28	3.61
	Availability %	30.32	16.48
	Statistical Value	2.189	3.159
7		Service/Maintenance	
Total Emp 152		Min	Fem
	Employment %	55.26	36.18
	Availability %	24.09	11.55
	Statistical Value		

Total Employment: 1955

W - Whole Person Rule

A placement goal is set when employment is less than availability by at least one whole person.

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

## **Placement Goals**

### **41 C.F.R. 60-2.16**

As required by applicable regulations, Wichita State University has established placement goals where the actual representation of female or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

- When the percentage of minorities or females employed in a particular job group is less than would reasonably be expected, given their availability percentage in that job group, the University established a percentage annual placement goal at least equal to the availability figure derived for females or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the University makes selections in a nondiscriminatory manner.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the University will develop action oriented steps to increase the recruitment and training of minorities or females, or both.

## Placement Goals

Job Group & Name	Min	Fem								
1 - Executive, Administrative and Managerial	21.54									
2 - Faculty	25.24	48.01								
4 - Technical and Paraprofessional		49.94								
6 - Skilled Crafts	30.32	16.48								

## **Identification of Problem Areas by Organizational Unit and Job Group**

### **41 C.F.R. 60-2.17(b)**

We have conducted analyses of our total employment process, including evaluating the workforce by job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

#### **Composition of the Workforce by Job Group**

Pursuant to OFCCP regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job groups 1, and 6.
- Our analysis indicates that, for women, incumbency is less than availability by a statistically significant amount in job groups 4, and 6.
- The University has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to reach the placement goals established by implementing action oriented programs, which are detailed elsewhere in this AAP.

#### **Analysis of Progress Towards Prior Year Goals**

In establishing placement goals, the following principles apply:

- When the percentage of minorities or females employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the University has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. In all employment decisions, the University makes selections in a nondiscriminatory manner.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

A review of progress and goal attainment by job group for the period from October 01, 2016 to September 30, 2017 reveals the following:

## Goal Attainment

1		Executive, Administrative and Managerial																	
	Total	Min		Fem															
Prior Year Goal		21.01		45.26															
New Hire	9	2	22.22	3	33.33														
Promotion	0	0	N/A	0	N/A														
Total Opps	9	2	22.22	3	33.33														
Achieved? *		YES		NO															

2		Faculty																	
	Total	Min		Fem															
Prior Year Goal		25.24		48.01															
New Hire	39	13	33.33	22	56.41														
Promotion	1	0	0.00	1	100.00														
Total Opps	40	13	32.50	23	57.50														
Achieved? *		YES		YES															

3		Professional Non-Faculty																	
	Total	Min		Fem															
Prior Year Goal		23.70		52.56															
New Hire	124	38	30.65	80	64.52														
Promotion	4	1	25.00	4	100.00														
Total Opps	128	39	30.47	84	65.63														
Achieved? *		YES		YES															

# Goal Attainment

7		Service/Maintenance																		
	Total	Min		Fem																
Prior Year Goal		29.16		16.09																
New Hire	13	7	53.85	4	30.77															
Promotion	0	0	N/A	0	N/A															
Total Opps	13	7	53.85	4	30.77															
Achieved? *		YES		YES																

Note - there was no prior year goal required for categories not listed above.

\* YES = within one person of exceeding prior year goal  
LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

## **Personnel Activity**

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

### **Hires**

Human Resources develops policies and all hiring at the University is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

Job descriptions have been reviewed and revised to make sure duties are accurately described, that the experience and education requirements are job related, and that all incumbents meet minimum job requirements. Job descriptions have and will continue to be written without regard to age, ancestry, color disability, gender, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or other characteristic protected by law.

Application forms have been reviewed to ensure all requested information is job related, and the forms comply with all applicable laws. In addition, all forms state the University is an Equal Opportunity/Affirmative Action Employer.

Wichita State University representatives who are involved in the selection process have been briefed on the University's obligations.

Where applicable, tests have been reviewed and are administered and conducted in a non-discriminatory manner.

All employees are encouraged to refer qualified applicants to the University for employment. In addition, the University has formal procedures to apprise minority and women's organizations, educational institutions, and other referral sources of openings.

Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job related criteria.

A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 247 new employees hired during the period from October 01, 2016 to September 30, 2017 including 76 minorities at 31% and 140 women at 57%.

The following report summarizes hiring activity by job group:

## New Hire Summary

For Period: 10/1/2016 to 9/30/2017

	Total	Min	Fem								
1 - Executive, Administrative and Managerial	9	2	3								
2 - Faculty	39	13	22								
3 - Professional Non-Faculty	124	38	80								
4 - Technical and Paraprofessional	17	7	5								
5 - Clerical and Secretarial	33	8	25								
6 - Skilled Crafts	12	1	1								
7 - Service/Maintenance	13	7	4								
Totals	# 247	76	140								
	%	30.77	56.68								

## Promotion Practices

A review of promotion data indicates these selection decisions are being made in a non-discriminatory manner. To ensure that such decisions are being made in a non-discriminatory manner, the following equal employment opportunity practices are in place:

The University provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.

Promotional opportunities are posted, providing interested employees with an opportunity to apply and call their special skills to the attention of the manager. A summary of promotion actions for the year is included on the following page.

Employees are encouraged to contact their supervisor and/or Human Resources, at any time, should they desire information relative to another position within the University.

Management initiated promotions are based on performance and other job related criteria without discrimination on account of age, ancestry, color, disability, gender, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or any other characteristic protected by law. A summary of promotion actions for the year is included on the following page:

**Promotion Summary by Old Job**  
For Period: 10/1/2016 to 9/30/2017

	Total	Min	Fem								
1 - Executive, Administrative and Managerial	6	1	2								
2 - Faculty	15	3	5								
3 - Professional Non-Faculty	46	5	36								
4 - Technical and Paraprofessional	3	0	0								
5 - Clerical and Secretarial	17	4	17								
6 - Skilled Crafts	2	0	0								
Totals	# 89	13	60								
	%	14.61	67.42								

## **Compensation Systems**

As part of its affirmative action obligations, the University has reviewed its compensation systems to determine whether those systems are being administered without regard to an individual's age, ancestry, color, disability, gender, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or other characteristic protected by law. If the University discovers significant compensation system differences between individuals who are similarly situated, it will determine whether they are the result of legitimate, nondiscriminatory factors.

## **Terminations**

The University has evaluated its termination practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in force are necessary, the University makes its decisions without regard to age, ancestry, color disability, gender, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or any other characteristic protected by law.

A report summarizing terminations by job group follows:

## Termination Summary

For Period: 10/1/2016 to 9/30/2017

	Total	Min	Fem								
1 - Executive, Administrative and Managerial	10	1	3								
2 - Faculty	57	13	33								
3 - Professional Non-Faculty	122	29	79								
4 - Technical and Paraprofessional	6	3	2								
5 - Clerical and Secretarial	36	5	29								
6 - Skilled Crafts	13	1	0								
7 - Service/Maintenance	21	11	6								
Totals	# 265	63	152								
	%	23.77	57.36								

## Outreach Recruitment and Other Good Faith Efforts

Wichita State University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance employment of protected individuals. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected individuals, it engages in outreach, positive recruitment, and internal and external dissemination programs to augment its existing affirmative action efforts. The University engages in or has made plans to implement the following activities:

- Written notification of University's affirmative action policy is available online to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. Wichita State University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders, and requires all qualified contractors and subcontractors to develop and maintain a written AAP.
- Wichita State University advertisements or solicitations for prospective employees indicate that Wichita State University is an equal opportunity employer.
- The University informs recruiting sources of Wichita State University's policy of affirmative action for protected individuals. Recruiting sources are requested to actively recruit and refer qualified protected individuals for all positions.
- Wichita State University identifies local organizations and/or community agencies known to specialize in placement and/or development of training programs for protected individuals and send them notices of vacant positions. When appropriate, the University invites community service and other outreach partners to tour and discuss the University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University suggests a telephone meeting so they can better identify qualified individuals for our positions.
- When the University recruits at colleges and universities, it will incorporate efforts to reach students who are covered by this AAP.
- The University includes a copy of its Notice of Non-discrimination Statement in its Policy Manual. When applicable, Wichita State University publicizes the policy in University publications. The policy is discussed in both new employee orientation and management training programs.
- Wichita State University's policy on equal employment opportunity and affirmative action is posted in electronic format in a conspicuous location on the University website, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy. The posting includes a statement that employees and applicants are protected from retaliation or discrimination for filing a complaint or assisting in

an investigation under Executive Order 11246, as amended.

- The University's employment application and electronic application processes include information about the Wichita State University's commitment to equal employment opportunity and affirmative action.
- All other required affirmative action notices are posted throughout the University and are updated routinely for compliance.
- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Wichita State University's policy of affirmative action to appropriate individuals outside of the University. Communication with executive management and supervisory personnel is conducted at least annually to explain the University's policy of affirmative action, to make clear the President's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- Wichita State University seeks to include individuals covered by this AAP when employees are pictured in consumer and personnel recruitment advertising.
- The University communicates to employees its obligation to take affirmative action to employ protected individuals and encourages employee referral of covered applicants.
- An invitation to participate in Wichita State University's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.
- All personnel and employment records made or kept by the University are retained for the required period as mandated by OFCCP regulations.
- The University files annual employment reports with the appropriate agencies.

## **Development and Implementation of Action Oriented Programs**

### **41 C.F.R. 60-2.17**

The University has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The University has analyzed, and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format they are, and will continue to be, consistent for the same position from one organizational unit to another.

Job descriptions have been, and will continue to be, reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law.

Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The University has carefully evaluated the total selection process and found it to be free from discrimination.

- Supervisory personnel have been instructed to ensure elimination of discrimination in all personnel actions in which they are involved.
- Any tests administered by the University are job related and given consistently to all applicants for applicable positions.
- Application forms do not contain questions with potential discriminatory effects.
- The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or females.

The University has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:

- Minority and female, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
- The University relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.
- The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, University rules, ways to alleviate any problems that might arise, and any other issues related to

affirmative action compliance.

- Local organizations are contacted for referrals of potential minority and female employees.
- The University utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.
- Furthermore, we will take the following additional steps to ensure adequate representation of all minorities and women: Where placement goals exist as defined by the OFCCP, we will continue to contact vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
- We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or females for job openings. During the period from October 01, 2016 to September 30, 2017, targeted recruitment activities were conducted.

The University has implemented the following programs and procedures to ensure minority and female employees are given equal opportunities for promotion:

- Training is provided to qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition assistance benefit is also available to all eligible employees.
- The University utilizes formal performance evaluation programs for employees. Management and supervisors are trained on the basic methodology of performance evaluation.
- Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- Promotions are based on merit selection principles.
- The University makes opportunities for advancement widely known through the job posting process and by encouraging minorities and females to take advantage of these opportunities.
- Special internal services are provided as necessary to ensure the achievement of our placement goals. Programs are offered to eligible employees without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by applicable law.
- Participation in targeted external training programs.

## **Internal Audit and Reporting System**

### **41 C.F.R. 60-2.17**

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

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

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

In order to measure the effectiveness of the AAP, the University may take the following actions:

- Audit its voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluate whether changes could be made to University's self-identification process to encourage greater voluntary self-identification.
- Monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
- Report on the organization's progress toward equal employment opportunity, and any identified problem areas, to top management and those involved in the selection process, so that immediate and appropriate steps can be taken to resolve any issues.
- Examine available utilization and benchmark data regarding protected individuals and develop action-oriented programs to address any areas of underutilization.
- Review available data computations and analyses regarding applicants and hires.
- Review the effectiveness of its recruitment and outreach activities.
- Audit its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment

opportunity and affirmative action.

- Audit its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action.
- Audit its job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action, and that such postings are timely listed with the appropriate state employment delivery system.
- Audit its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action
- Audit its personnel processes to ensure that individuals have equal opportunity in employment without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law.
- Audit any mental and physical qualifications to ensure that they are job-related and consistent with business necessity.

Where the affirmative action program is found to be deficient, the University shall endeavor to undertake necessary action to bring the program into compliance.

## **Monitoring & Reporting Systems**

It is the responsibility of the University's Affirmative Action Officer to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of Wichita State University's AAP.

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

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

In order to measure the effectiveness of the AAP, the University may take the following actions:

- Audit its voluntary self-identification process to monitor the number of individuals with disabilities who choose to self-identify and evaluate whether changes could be made to University's self-identification process to encourage greater voluntary self-identification by individuals with disabilities.
- Examine its utilization of individuals with disabilities and develop action-orientated programs to address any areas of underutilization
- Review available data computations and analyses regarding applicants and hires.
- Review the effectiveness of the University's recruitment and outreach activities.
- Regularly assess the University's personnel processes to ensure that individuals with disabilities have equal opportunity in employment.
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity.
- Audit the University's communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.
- Audit the University's communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.

- Audit the University's job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.
- Audit the University's personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.

Where the affirmative action program is found to be deficient, the University shall endeavor to undertake necessary action to bring the program into compliance.

## **Conclusion**

The AAP year, October 1, 2016 through September 30, 2017, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both institutional and employee success.

Through its Affirmative Action Officer, Jane W. Link, the University will continue to communicate its policies, both within the organization and to the community in which it works. The President affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of Wichita State University's most recent plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group to determine the employment of minorities and female, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed four areas in which the difference between incumbencies vs. estimated availability was statistically significant. The University is committed to the continuation and expansion of its outreach efforts in order to increase the employment levels of females and minorities to more closely represent the composition of our recruiting population. The University will ensure all applicants and employees are treated fairly, based on job related criteria and without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by applicable law.

The University is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues.

Finally, it should be noted the University's thorough analysis of its workforce reveals that Wichita State University is in full compliance with discrimination guidelines and that there is no evidence of discrimination in any form against minority or female employees. As outlined in this AAP, Wichita State University is ready and willing to make affirmative action both a commitment and a continued reality.

## **List of Exhibits**

Exhibit A - Policy of Affirmative Action Letter

Exhibit B - Annual Notification to Vendors

## **Exhibit A - Policy of Affirmative Action Letter**

### **Policy of Affirmative Action Letter for Recruitment & Referral Sources and Union Partners**

Dear Outreach and Placement Professional:

This letter is to inform you that Wichita State University is committed to the principles of equal employment opportunity. As a government contractor bound by Executive Order 11246; the Vietnam Era Veterans Readjustment Assistance Act of 1974; and Section 503 of the Rehabilitation Act of 1973, all as amended, Wichita State University maintains an affirmative action plan through which it makes good faith efforts to recruit, hire and advance in employment qualified individuals without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by applicable law.

Wichita State University states as its Policy of Affirmative Action the following:

- It will be the policy of Wichita State University to recruit, hire, train, and promote persons in all job titles without regard to age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All terms and conditions of employment will be administered without regard to an individual's age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by applicable law.

We would appreciate your assistance in Wichita State University's efforts to meet our equal employment and affirmative action goals. Human Resources staff will contact you when positions are available. We request that you refer to us all qualified candidates, including women, individuals of color, protected veterans, and individuals with disabilities.

Sincerely,

Jane W. Link

Executive Director of Equal Opportunity

## Exhibit B - Annual Notification to Vendors

### Notification to Vendors

Wichita State University is committed to the principles of equal opportunity. As a government contractor subject to Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, Wichita State University states as its notice of non-discrimination:

*Wichita State University does not discriminate in its employment practices, educational programs or activities on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or status as a veteran. Retaliation against an individual filing or cooperating in a complaint process is also prohibited. Sexual misconduct, relationship violence and stalking are forms of sex discrimination and are prohibited under Title IX of the Education Amendments Act of 1972. Complaints or concerns related to alleged discrimination may be directed to the Executive Director of Equal Opportunity or the Title IX Coordinator, Wichita State University, 1845 Fairmount, Wichita KS 67260-0138; telephone (316) 978-3187.*

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2; 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these regulations requiring that covered entities not discriminate and take affirmative action on the basis of age (40 or older), ancestry, color, disability, genetic information, national origin, race, religion, sex (including gender identity, sexual orientation and pregnancy), and/or status as a protected veteran.

To ensure compliance with the University's Affirmative Action Plan, Jane W. Link, Executive Director of Equal Opportunity, has been designated to administer and monitor the program. Contact Jane Link at [jane.link@wichita.edu](mailto:jane.link@wichita.edu) or (316) 978-3186.

# **AFFIRMATIVE ACTION PLAN FOR INDIVIDUALS WITH DISABILITIES**


**Wichita State University**

**Wichita, Kansas**

**October 1, 2016 through September 30, 2017**



John W. Bardo  
President

  
Jane W. Link  
Executive Director of Equal Opportunity

Judy M. Espinoza  
Executive Director of Human Resources

Approved As To  
Legal Form

  
GENERAL COUNSEL

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## Preface

Wichita State University is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment. Affirmative action, diversity and equal opportunity are integral components of the University's mission, operation and core value structure. The University will implement and maintain an Affirmative Action Plan (AAP) that takes proactive measures to eliminate barriers to equal opportunity and that strives to remedy the historical underrepresentation in the employment, retention and promotion of individuals with disabilities.

In the preparation of this Affirmative Action Program (AAP), the University has been guided by Section 503 of the Rehabilitation Act of 1973 (as amended) (29 U.S.C. § 793) and its implementing regulations (41 C.F.R. Part 60-741). Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws.

In developing and implementing the AAP, the University has been guided by its established policy of providing equal employment opportunity. Any placement goals that the University has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the University are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608). This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all Wichita State University employees have with the university. Nothing in this AAP creates a private right of action on behalf of any individual group against Wichita State University.

The University fosters an actively engaged and inclusive working, learning and living community based upon civility, trust, integrity, respect, and diversity in a safe, welcoming physical environment. In this spirit, the University will continue to seek out opportunities to maximize the recruitment and retention of employees from underrepresented communities.

## **Equal Employment Opportunity and Affirmative Action Statement of Policy**

### **41 C.F.R. 60-741.44(a)**

It is the policy of Wichita State University not to discriminate or allow the harassment of employees or applicants on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law with regard to any employment practices. This includes recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the University. The University will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the University are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, promotion, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The University makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the University's business.

Wichita State University is fully committed to principles of equal employment opportunity and affirmative action. Led by Dr. John Bardo, the University's Executive Team supports the successful implementation of the University's Affirmative Action Programs.

Jane W. Link, Executive Director of Equal Opportunity and Affirmative Action Officer, has responsibility for implementation of the University's affirmative action activities. The Executive Director of Equal Opportunity and Affirmative Action Officer has the full support of top management and works cooperatively with Human Resources staff to fully implement this program. All managers and supervisors will take an active part in the University's AAP to ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, Wichita State University will solicit the cooperation and support of all employees for the University's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Executive Director of Equal Opportunity and Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the University's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Office of Equal Opportunity, during business hours or on the Wichita State University Equal Opportunity website.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. Wichita State University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant.

**Definitions**  
**41 C.F.R. 60-741.2**

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

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

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

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

## **Responsibility for Implementation**

### **41 C.F.R. 60-741.44(i)**

#### **President**

John W. Bardo, President, as the chief executive officer of Wichita State University, is ultimately responsible for overseeing the University's equal opportunity and affirmative action policies, procedures and programs, as well as for ensuring compliance with all related state and federal laws, rules and regulations. Final disposition of all such issues resides with the President. The President shall:

1. Ensure that the University's equal opportunity and affirmative action policies, procedures and programs are operating effectively by directing adequate resources and staff to these efforts.
2. Appoint an Executive Director of Equal Opportunity to serve as Affirmative Action Officer to assist in achieving and monitoring established equal opportunity and affirmative action program strategic directives and to ensure compliance with all related federal and state laws, rules and regulations.

#### **Executive Director of Equal Opportunity and Affirmative Action Officer**

The University has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Jane W. Link, Executive Director of the Office of Equal Opportunity (EO) and Affirmative Action Officer. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The President actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the University's Equal Opportunity Policy and AAP.

The duties of the Affirmative Action Officer include:

- A. Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.
- B. Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.
- C. Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EO policies and procedures.

D. Designing and implementing monitoring and reporting methods that will:

- Measure the effectiveness of the University's equal employment and AAP.
- Indicate any need for remedial action.
- Determine the degree to which the University's placement goals and objectives are being attained.
- Provide management with a working understanding of the University's AAP placement goals and objectives.

E. Meeting with managers, supervisors, and employees to assure that the University's EO policies are being followed.

F. Ensuring that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.

G. Serving as a liaison between the University and enforcement agencies.

H. Serving as a liaison between the University and appropriate organizations, and community action groups concerned with employment opportunities of minorities, women, protected veterans and individuals with disabilities.

I. Making contact with high schools, colleges, and technical schools in the area as needed.

J. Keeping management informed of developments in the equal employment opportunity and affirmative action area.

K. Conducting a periodic audit to ensure that the University complies in the following ways:

- EEO posters are properly displayed.
- All employees are afforded the opportunity and are encouraged to participate in all University-sponsored educational, training, recreation, and social activities.

### **Administrators/Supervisors/Managers**

The University recognizes that the cooperation of department supervisors and managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:

A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.

B. Whenever possible, become involved in local individuals with disability organizations, community action groups, and community service programs.

C. Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative

action placement goals and objectives. Communicate results from these reviews through appropriate management meetings.

D. Review the qualifications of employees to ensure that individuals with disabilities are given full opportunity for transfers and promotions.

E. Provide career counseling for employees as needed.

F. Adhere to the University's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.

G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.

Accountability for Administrators/Supervisors/Managers is reflected in the University's organizational structure.

### **Executive Director of Human Resources**

The Executive Director of Human Resources, Judy M. Espinoza, in conjunction with her staff is responsible as described below:

A. Enforce and implement equal opportunity and affirmative action policies, procedures and programs with respect to Faculty, Unclassified Professional and University Support Staff hires.

B. Monitor the recruitment and selection process of all positions at the University in accordance with applicable statutes, rules and applicable collective bargaining agreements.

C. Ensure recommendations from supervisors and others involved in the hiring process for all positions are based on job-related criteria and are consistent with affirmative action goals and objectives.

D. Provide reasonable accommodation(s) to employees with documented disabilities.

## **Request for Self-Identification**

**41 C.F.R. 60-741.42**

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

- When an applicant applies or is considered for employment, the University provides the applicant with a copy of the form attached as Exhibit A, at the same time the University invites the applicant to self-identify race, ethnicity, sex, and disability status.
- Following an offer of employment, but before the individual begins his/her job duties, the University provides an additional copy of the form attached as Exhibit A.
- Recognizing an individual's status regarding disability may change over time and/or an employee may feel more comfortable disclosing an existing disability after being employed for a period of time. The University posts a copy of the Invitation to Self-Identify and at least once during the five-year intervals between workplace surveys, sends a written reminder to employees that they may voluntarily update their disability status.

The University keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

## **Review of Personnel Processes**

### **41 C.F.R. 60-741.44(b)**

Wichita State University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants with known disabilities for jobs filled either through vacancy or promotion and for educational or training opportunities. The University ensures that its personnel processes facilitate the implementation of the affirmative action program.

Vacancies are advertised, and applications are accepted from any interested person. Wichita State University's employment application, the careers section of its website, and all advertisements include a non-discrimination statement to further assure applicants of the University's policy of equal employment opportunity. An EEO statement will be included in other recruitment literature should the University use such documents in the future. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure qualified individuals with disabilities are aware of openings, the University will send vacancy announcements to selected sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The disability of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in employment decisions. The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out individuals with disabilities for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of our personnel processes, and that persons with disabilities are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The University also ensures applicants and employees with disabilities who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure that applicants and employees with disabilities receive equal opportunity in the operation of personnel processes. Finally, the University makes sure its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of disability.

## **Review of Physical and Mental Job Requirements**

### **41 C.F.R. 60-741.44(c)**

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

Wichita State University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

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

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.

## **Reasonable Accommodations**

### **41 C.F.R. 60-741.44(d)**

Wichita State University has made and will continue to make reasonable accommodations, which do not impose undue hardships on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants.

Included among the specific accommodations for qualified individuals with disabilities that have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence is available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants with known disabilities, the University will take reasonable steps to provide such accommodations.
- If necessary to accommodate a disability, the University will redesign jobs to eliminate nonessential functions, unless the redesign creates an undue hardship.
- The University will arrange suitable work hours for employees returning from sick leave, leave of absence, and long-term disability where that arrangement constitutes a reasonable accommodation.
- The University will accommodate employees with disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for individuals with disabilities is available at Wichita State University.
- The University's online application system makes clear to all applicants that if they are unable to fully use the automated system, they may follow specified alternate procedures so that they receive equal opportunity to apply for and be fully considered for all jobs.
- The University has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems.

If an individual has a disability, the University encourages the individual to tell us about (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do, so that he or she can be considered

for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

The University informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through our Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for employees to view. Individuals interested in discussing accommodations may contact Jane W. Link, the Affirmative Action Officer, Human Resources, and/or the individual's supervisor. Managers and supervisors are trained to ensure that they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee with a known disability is having significant difficulty performing his/her job and the University reasonably concludes that the performance issues may be related to the known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates that his/her disability is impacting performance, the University will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

**Compensation**  
**41 C.F.R. 60-741.21(a)(9)**

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

## **Internal Communication Procedure**

The University has developed an internal procedure whereby all employees, including individuals with disabilities, can raise issues or claims that may arise during the course of their employment. The procedure encourages any and all employees, including those with disabilities, to discuss such issues or claims. All matters brought to the attention of the Executive Director of Equal Opportunity will be confidentially addressed.

## **Harassment**

### **41 C.F.R. 60-741.44(e)**

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

A copy of the University's Equal Employment Opportunity and Affirmative Action Policy Statement forbidding harassment against individuals based on protected characteristics is included in this AAP.

### **WSU Policies 3.02 Notice of Nondiscrimination**

The following statement of nondiscrimination must be printed on all University publications including catalogs, newsletters, magazines, brochures, folders, posters and flyers. University publications includes publications of University affiliated corporations.

#### **Notice of Nondiscrimination**

Wichita State University does not discriminate in its employment practices, educational programs or activities on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or status as a veteran. Retaliation against an individual filing or cooperating in a complaint process is also prohibited. Sexual misconduct, relationship violence and stalking are forms of sex discrimination and are prohibited under Title IX of the Education Amendments Act of 1972. Complaints or concerns related to alleged discrimination may be directed to the Executive Director of Equal Opportunity or the Title IX Coordinator, Wichita State University, 1845 Fairmount, Wichita KS 67260-0138, telephone 316-978-3187.

### **3.47 Discrimination Review Procedures for Students, Employees and Visitors**

Students employees or visitors who believe that they have been subjected to discrimination based on age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, martial status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or as retaliation for participating in a complaint process are encouraged to report such conduct immediately.

The University will respond to complaints of alleged discrimination by completing a review following the procedures set forth in 3.47.

For complaints of discrimination contact: Jane Link, Executive Director of Equal Opprtunity.

**Training**  
**41 C.F.R. 60-741.44(j)**

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

## **Internal Dissemination of Policy**

### **41 C.F.R. 60-741.44(g)**

The University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for individuals with disabilities. So that these employees' awareness of the needs of individuals with disabilities can be increased and employee participation in the program is increased, the University utilizes the following procedures to maximize the internal implementation and dissemination of its Equal Opportunity and Affirmative Action Policy:

- The University includes a copy of the policy statement in its Policy Manual.
- Wichita State University's policy on equal employment opportunity and affirmative action for individuals with disabilities is posted in electronic format in a conspicuous location on the University website. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act of 1973, as amended.
- The University posts a copy of the policy in electronic format in a conspicuous location on the University intranet, along with other employment forms, and otherwise ensures all of its personnel have a copy of or the ability to view the policy.
- The University's electronic applicant process includes information about the University's commitment to equal opportunity and affirmative action.
- The University communicates to employees its obligation to take affirmative action to employ qualified individuals with disabilities and encourages employee referral of covered applicants.
- Wichita State University invites employees who are individuals with disabilities to participate in the AAP.
- Meetings with executive management and supervisory personnel are conducted regularly to explain the University's policy of affirmative action, to make clear the University's support for the policy, and to impart to these personnel their responsibility in making the AAP successful.
- An invitation to participate in Wichita State University's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties. In addition, in recognition that an individual's disability status may change and/or that employees may feel more comfortable disclosing an existing disability after a period of time in the University, the University posts a copy of the invitation to participate in the affirmative action program and distributes the invitation to all current employees at least once every five years.
- When applicable, Wichita State University publicizes the policy in University publications.

- The policy is discussed in both new employee orientation and management training programs.
- When applicable, University publications include articles on accomplishments of all employees, including individuals with disabilities.

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

## **Outreach, Positive Recruitment and External Dissemination of Policy**

### **41 C.F.R. 60-741.44(f)**

Wichita State University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance employment of qualified individuals with disabilities. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees with disabilities, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative action efforts. For example, the University sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the University engages in or has made plans to implement the following activities:

- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Wichita State University's policy of affirmative action to appropriate individuals outside of the University.
- The University informs recruiting sources of Wichita State University's policy of affirmative action for individuals with disabilities. Recruiting sources are requested to actively recruit and refer qualified individuals with disabilities for all positions.
- Wichita State University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- Wichita State University identifies local organizations and/or community agencies known to specialize in placement and/or development of training programs for individuals with disabilities and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:
  - State Vocational Rehabilitation Service agencies, mental health agencies.
  - Employment One-Stop Career Centers in the states covered by this AAP.
  - Department of Veterans Affairs offices close to the facilities covered in this AAP.
  - Military Pipeline.
  - Private recruitment sources, such as professional organizations or employment placement services that specialize in placement of individuals with disabilities.
  - Indeed.com
- When appropriate, the University invites community service and other outreach partners to tour and discuss our University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University suggests a telephone meeting so they can better identify qualified individuals for positions.

- When appropriate, Wichita State University includes disabled individuals when employees are pictured in consumer and personnel recruitment advertising.
- Wichita State University makes reasonable accommodations for qualified individuals with disabilities.
- Wichita State University advertisements or solicitations for prospective employees indicate that University is an equal opportunity employer.
- As described in more detail in Exhibit D, Wichita State University evaluates the effectiveness of its outreach and recruitment efforts to determine if its affirmative action objectives are being met, and makes appropriate changes.

## **Utilization Analysis**

**41 C.F.R. 60-741.45**

Wichita State University has compared the representation of employees with known disabilities in each job group with the utilization goal identified by Office of Federal Contract Compliance Programs in effect at the start of this Affirmative Action Program year. In conducting this analysis, the following principles apply:

- The purpose of the utilization goal established by OFCCP is to provide a benchmark against which the University may measure the representation of individuals with disabilities in its workforce.
- OFCCP believes the utilization goal serves as an equal employment opportunity objective that should be attainable through the use of the affirmative action measures included in this Affirmative Action Program.
- The utilization goal is not a quota that must be met, nor is it to be considered as a ceiling that limits or restricts the employment of individuals with disabilities.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Utilization goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's disability status.
- Utilization goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Utilization goals are not used to supersede merit selection principles, nor do these utilization goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- A finding that the utilization goal has not been attained in one or more job groups does not constitute either a finding or admission of discrimination.

A copy of our utilization analysis as of October 01, 2017 follows:

## Individuals with Disabilities Utilization Goals

1		Executive, Administrative and Managerial	
Total Emp 138		IWDs	
	Employment %	5.80	
	Utilization Goal %	7.00	
2		Faculty	
Total Emp 524		IWDs	
	Employment %	5.15	
	Utilization Goal %	7.00	
3		Professional Non-Faculty	
Total Emp 749		IWDs	
	Employment %	5.61	
	Utilization Goal %	7.00	
4		Technical and Paraprofessional	
Total Emp 75		IWDs	
	Employment %	2.67	
	Utilization Goal %	7.00	
5		Clerical and Secretarial	
Total Emp 234		IWDs	
	Employment %	13.25	
	Utilization Goal %	7.00	
6		Skilled Crafts	
Total Emp 83		IWDs	
	Employment %	9.64	
	Utilization Goal %	7.00	
7		Service/Maintenance	
Total Emp 152		IWDs	
	Employment %	3.29	
	Utilization Goal %	7.00	

Confidential - Not subject to Inspection by employees or applicants under 41 CFR Section 60-741.41.

## **Identification of Problem Areas**

### **41 C.F.R. 60-741.45(e)**

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

- Sources which have provided limited qualified candidates are reviewed, and the Affirmative Action Officer identifies actions which may increase the number of qualified applicants received.
- The Affirmative Action Officer reviews positions or job groups that require specialized skill sets or physical requirements.
- The affirmative action program audit is reviewed.
- The Affirmative Action Officer will review our personnel processes to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities, and determine that no barriers to equal employment opportunities exist.

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

## **Development and Execution of Action-Oriented Programs**

### **41 C.F.R. 60-741.45(f)**

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

- The University continues to analyze all positions and prepare written descriptions to accurately reflect position functions and to ensure any physical or mental requirements are job related and consistent with business necessity.
- Job descriptions continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of the job. Specifications continue to be consistent for the same job title and will not contain any requirements that would result in discrimination on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or any other characteristic protected by law.
- Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
- The University has carefully evaluated the total selection process and found it to be free from discrimination:
  - Supervisory personnel have been instructed to ensure elimination of discrimination in personnel actions in which they are involved.
  - Application forms do not contain questions with potential discriminatory effects.
  - All parts of the selection process are free from stereotyping of individuals with disabilities in a manner which limits their access to jobs for which they are qualified.
  - The University does not and will not use any selection techniques that can be improperly used to discriminate against individuals with disabilities.
- The University has evaluated its techniques for improving recruitment and increasing the flow of qualified applicants with disabilities through the following:
  - All employees are actively encouraged to refer applicants to the University.
  - The University lists all required positions with the appropriate state workforce agency and state disability agency.
  - The University provides copies of policies to inform new employees of their equal employment rights and responsibilities, right to request reasonable accommodation, promotional opportunities, University rules,

and ways to alleviate any problems that might arise.

- The University identifies alternative or additional outreach and recruitment efforts to increase recruitment of individuals with disabilities.
- The University has implemented the following programs and procedures to ensure employees with disabilities are given equal opportunities for promotion:
  - Training is provided to qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition assistance benefit is available to all qualified employees.
  - The University utilizes formal performance evaluation programs for all employees. Management and supervisors are trained on the basic methodology of performance evaluation.
  - Employees with known disabilities are not required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
  - Promotions are based on merit selection principles.
  - The University makes opportunities for advancement widely known through our internal posting process which encourages all employees, including employees with disabilities, to apply for any open position for which they are qualified with or without reasonable accommodation.
  - Through the assessment of our personnel processes we have concluded our personnel processes continue to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to employment exist.

## **Monitoring and Reporting Systems**

### **41 C.F.R. 60-741.44(h)**

It is the responsibility of the University's Affirmative Action Officer to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of Wichita State University's AAP.

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

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

In order to measure the effectiveness of the AAP, the University may take the following actions:

- Audit its voluntary self-identification process to monitor the number of individuals with disabilities who choose to self-identify and evaluate whether changes could be made to University's self-identification process to encourage greater voluntary self-identification by individuals with disabilities.
- Examine its utilization of individuals with disabilities and develop action-orientated programs to address any areas of underutilization.
- Review available data computations and analyses regarding applicants and hires.
- Review the effectiveness of the University's recruitment and outreach activities.
- Regularly assess the University's personnel processes to ensure that individuals with disabilities have equal opportunity in employment.
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity.
- Audit the University's communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.
- Audit the University's communications with applicants and employees to ensure that such communications reflect the University's commitment to equal

employment opportunity and affirmative action for individuals with disabilities.

- Audit the University's job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.
- Audit the University's personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action for individuals with disabilities.

Where the affirmative action program is found to be deficient, the University shall endeavor to undertake necessary action to bring the program into compliance.

## **List of Exhibits**

Exhibit A – Invitation to Self-Identify for Individuals with Disabilities

Exhibit B – Annual Notification to Vendors

Exhibit C – Reasonable Accommodation Policy and Procedures

Exhibit D – Annual Assessment of Outreach and Recruitment Efforts

## Voluntary Self-Identification of Disability

Form CC-305  
OMB Control Number 1250-0005  
Expires 1/31/2020  
Page 1 of 2

### Why are you being asked to complete this form?

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities.<sup>1</sup> To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

### How do I know if I have a disability?

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Autism
- Bipolar disorder
- Post-traumatic stress disorder (PTSD)
- Deafness
- Cerebral palsy
- Major depression
- Obsessive compulsive disorder
- Cancer
- HIV/AIDS
- Multiple sclerosis (MS)
- Impairments requiring the use of a wheelchair
- Diabetes
- Schizophrenia
- Missing limbs or partially missing limbs
- Intellectual disability (previously called mental retardation)
- Epilepsy
- Muscular dystrophy

Please check one of the boxes below:

- ☐ YES, I HAVE A DISABILITY (or previously had a disability)
- ☐ NO, I DON'T HAVE A DISABILITY
- ☐ I DON'T WISH TO ANSWER

\_\_\_\_\_  
Your Name

\_\_\_\_\_  
Today's Date

## Voluntary Self-Identification of Disability

Form CC-305  
OMB Control Number 1250-0005  
Expires 1/31/2020  
Page 2 of 2

### Reasonable Accommodation Notice

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

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<sup>i</sup> Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at [www.dol.gov/ofccp](http://www.dol.gov/ofccp).

**PUBLIC BURDEN STATEMENT:** According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

## Exhibit B – Annual Notification to Vendors

Wichita State University is committed to the principles of equal opportunity. As a government contractor subject to Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, Wichita State University states as its notice of non-discrimination:

*Wichita State University does not discriminate in its employment practices, educational programs or activities on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or status as a veteran. Retaliation against an individual filing or cooperating in a complaint process is also prohibited. Sexual misconduct, relationship violence and stalking are forms of sex discrimination and are prohibited under Title IX of the Education Amendments Act of 1972. Complaints or concerns related to alleged discrimination may be directed to the Executive Director of Equal Opportunity or the Title IX Coordinator, Wichita State University, 1845 Fairmount, Wichita KS 67260-0138; telephone (316) 978-3187.*

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2; 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these regulations requiring that covered entities not discriminate and take affirmative action on the basis of age (40 or older), ancestry, color, disability, genetic information, national origin, race, religion, sex (including gender identity, sexual orientation and pregnancy), and/or status as a protected veteran.

To ensure compliance with the University's Affirmative Action Plan, Jane W. Link, Executive Director of Equal Opportunity, has been designated to administer and monitor the program. Contact Jane Link at [jane.link@wichita.edu](mailto:jane.link@wichita.edu) or (316) 978-3187.

## **Exhibit C – Reasonable Accommodation Policy and Procedures**

The Wichita State University's policy is to fully comply with the reasonable accommodation requirements of the Americans with Disabilities Act and other applicable federal, state and local laws. Wichita State University is committed to providing reasonable accommodations to qualified individuals with known disabilities to enable them to perform the essential functions of the position held or desired, to participate in the application process or to enjoy equal benefits and privileges of employment as are enjoyed by employees without disabilities. To obtain a reasonable accommodation, an applicant or employee should inform Wichita State University of the existence of a disability, the disability related limitation(s) or workplace barrier(s) that need to be accommodated, and, if known, the desired reasonable accommodation.

### **Requests for Reasonable Accommodation**

A request for reasonable accommodation may be oral or written. All requests for reasonable accommodation should be submitted to Human Resources or to the employee's supervisor. For recordkeeping purposes, the University requires that all employees requesting reasonable accommodations complete and return an accommodation request form to Human Resources. The processing of requests will not be delayed while an employee completes these forms.

Wichita State University may request and review reasonable documentation, including medical documentation, in support of a request for reasonable accommodation. Documentation will be requested if the disability and need for accommodation is not obvious, where sufficient information regarding the disability and need for accommodation has not been provided, to confirm that a reasonable accommodation is medically appropriate, or to identify alternative accommodations that may be sufficient. Any request for medical documentation will be specific and limited to documentation of the individual's disability, its expected duration, the functional limitations for which reasonable accommodation is sought, and information about medically appropriate accommodations.

Employees should submit any requested medical documentation to Human Resources, not their supervisors. Employees are responsible for providing complete, timely and sufficient documentation, generally within one week of the University's request. If it is not practical to do so within this time period, despite the employee's diligent efforts, the employee must inform Human Resources of (1) the efforts the employee has made to date; (2) the reasons the employee has been unable to obtain the requested information; and (3) a date by which the employee expects to be able to provide the requested information. Wichita State University may waive its right to obtain timely, complete and/or sufficient documentation whenever it deems it appropriate to do so and may deny a request for accommodation where employees unreasonably fail to timely provide complete and/or sufficient documentation.

Requests for accommodation will be considered on a case-by-case basis and as expeditiously as possible. The University is not required to provide an employee's requested accommodation and reserves the right to provide an alternative accommodation that is equally effective. A requested accommodation may be rejected when not required by law, such as when, for example, it would impose an undue

hardship on the University, it would not be sufficient (or not necessary) to enable the employee to perform the essential functions of the job or no accommodation exists that would eliminate a direct threat that the limitation poses to the health or safety of the individual requesting the accommodation or others.

### **Confidentiality of Medical Information**

All requests for reasonable accommodation, related documentation and any medical or disability-related information provided to the University will be treated as confidential medical records and maintained in a separate medical file by Human Resources. Individuals who have access to this information may not disclose it, except as follows:

- Managers and supervisors who need to know may be told about any necessary work restrictions and accommodation(s).
- Government officials may be given information necessary to investigate the Wichita State University's compliance with applicable law.
- The information may be disclosed to workers' compensation or insurance carriers in certain circumstances.
- Emergency or first-aid personnel may be given access to the information when medically necessary.
- University employees may be provided the information for record-keeping or affirmative action purposes or to evaluate the University's processing of reasonable accommodation requests.

Employees who fail to maintain the confidentiality of the medical records or information of other employees will be subject to disciplinary action, up to and including termination of employment.

### **Internal Review of Decisions Denying Reasonable Accommodations**

Employees may request that any decision to deny a request for reasonable accommodation be informally reviewed. To request reconsideration, employees should submit a written request to Human Resources within 10 business days of the initial decision. The request should explain the reasons the employee believes the request should be granted.

## **Exhibit D – Annual Assessment of Outreach and Recruiting Efforts**

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

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

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

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

# AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS

Wichita State University

Wichita, Kansas

October 1, 2016 through September 30, 2017



John W. Bardo  
President



Jane W. Link  
Executive Director of Equal Opportunity



Judy M. Espinoza  
Executive Director of Human Resources

Approved As To  
Legal Form



LEGAL COUNSEL

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## Preface

Wichita State University (also referred to as the University) is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this affirmative action program (AAP), we have been guided by the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002 (38 U.S.C. § 4212), its implementing Office of Federal Contract Compliance Programs (OFCCP) regulations (41 C.F.R. Part 60-300) and The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state, or local employment practice laws.

In the preparation of this AAP, the University as a guide has used terminology in E.O. 11246 and its implementing regulations. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the University, in whole or in part, that any problem area exists or that protected veterans have been or are presently being underutilized, concentrated, or discriminated against in any way by the University in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the AAP, the University has been guided by its established policy of providing equal employment opportunity. Any placement goals that the University has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the University are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608). This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons. Nothing in this AAP provides any individual or group with a private right of action against Wichita State University.

The University fosters an actively engaged and inclusive working, learning and living community based upon civility, trust, integrity, respect, and diversity in a safe, welcoming physical environment. In this spirit, the University will continue to seek out opportunities to maximize the recruitment and retention of employees from underrepresented communities.

## **Equal Employment Opportunity and Affirmative Action Statement of Policy**

### **41 C.F.R. 60-300.44(a)**

It is the policy of Wichita State University not to discriminate or allow the harassment of employees or applicants on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law with regard to any employment practices. This includes recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the University. The University will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the University are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, promotion, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The University makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the University's business.

Wichita State University is fully committed to principles of equal employment opportunity and affirmative action. Led by Dr. John Bardo, the University's Executive Team supports the successful implementation of the University's Affirmative Action Programs.

Jane W. Link, Executive Director of Equal Opportunity and Affirmative Action Officer, has responsibility for implementation of the University's affirmative action activities. The Executive Director of Equal Opportunity and Affirmative Action Officer has the full support of top management and works cooperatively with Human Resources staff to fully implement this program. All managers and supervisors will take an active part in the University's AAP to ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, Wichita State University will solicit the cooperation and support of all employees for the University's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Executive Director of Equal Opportunity and Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the University's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Office of Equal Opportunity, during business hours or on the Wichita State University Equal Opportunity website.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. Wichita State University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant.

**Definitions**  
**41 C.F.R. 60-300.2**

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

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

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

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

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

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

## **Responsibility for Implementation**

**41 C.F.R. 60-300.44(i)**

### **President**

John W. Bardo, President, as the chief executive officer of Wichita State University is ultimately responsible for overseeing the University's equal opportunity and affirmative action policies, procedures and programs, as well as for ensuring compliance with all related state and federal laws, rules and regulations. Final disposition of all such issues resides with the President. The President shall:

A. Ensure that the University's equal opportunity and affirmative action policies, procedures and programs are operating effectively by directing adequate resources and staff to these efforts.

B. Appoint an Executive Director of Equal Opportunity to serve as Affirmative Action Officer to assist in achieving and monitoring established equal opportunity and affirmative action program strategic directives and to ensure compliance with all related federal and state laws, rules and regulations.

### **Executive Director of Equal Opportunity and Affirmative Action Officer**

The University has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Jane W. Link, Executive Director of the Office of Equal Opportunity (EO) and Affirmative Action Officer. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The President actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the University's Equal Opportunity Policy and AAP.

The duties of the Affirmative Action Officer include:

A. Developing policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.

B. Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.

C. Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EO policies and procedures.

D. Designing and implementing monitoring and reporting methods that will:

- Measure the effectiveness of the University's equal employment and AAP.
- Indicate need for any remedial action.
- Determine the degree to which the University's placement goals and objectives are being attained.
- Provide management with a working understanding of the University's AAP placement goals and objectives.

E. Meeting with managers, supervisors, and employees to assure that the University's EO policies are being followed.

F. Ensuring that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.

G. Serving as a liaison between the University and enforcement agencies.

H. Serving as a liaison between the University and appropriate organizations, and community action groups concerned with employment opportunities of protected veterans.

I. Making contact with high schools, colleges, and technical schools in the area as needed.

J. Keeping management informed of developments in the equal employment opportunity and affirmative action area.

K. Conducting a periodic audit to ensure that the University complies in the following ways:

- EEO posters are properly displayed.
- All employees are afforded the opportunity and are encouraged to participate in all University-sponsored educational, training, recreation, and social activities.

### **Administrators/Supervisors/Managers**

The University recognizes that the cooperation of department supervisors and managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:

A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.

B. Whenever possible, become involved in local veteran organization, community action groups, and community service programs.

C. Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Communicate results from these reviews through appropriate management meetings.

D. Review the qualifications of employees to ensure that all employees with protected veteran status are given full opportunity for transfers and promotions.

E. Provide career counseling for employees as needed.

F. Adhere to the University's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.

G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.

Accountability for Administrators/Supervisors/Managers is reflected in the University's organizational structure.

### **Executive Director of Human Resources**

The Executive Director of Human Resources, Judy M. Espinoza, in conjunction with her staff is responsible as described below for:

A. Enforce and implement equal opportunity and affirmative action policies, procedures and programs with respect to Faculty, Unclassified Professional and University Support Staff hires.

B. Monitor the recruitment and selection process of all positions at the University in accordance with applicable statutes, rules and applicable collective bargaining agreements.

C. Ensure recommendations from supervisors and others involved in the hiring process for all positions are based on job-related criteria and are consistent with affirmative action goals and objectives.

D. Provide reasonable accommodation(s) to employees with documented disabilities.

## **Request for Self-Identification**

**41 C.F.R. 60-300.42**

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

- When an applicant applies or is considered for employment, the University provides the applicant with an electronic copy of the form attached as Exhibit A, at the same time the University invites the applicant to self-identify race, ethnicity, sex, and disabled status.
- Following an offer of employment, but before the individual begins his/her job duties, the University provides an additional copy of the form attached as Exhibit A.

The University keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

## **Review of Personnel Policies**

### **41 C.F.R. 60-300.44(b)**

Wichita State University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or job applicants who are protected veterans for jobs filled either through vacancy or promotion and for educational or training opportunities. The University ensures that its personnel processes facilitate the implementation of the Affirmative Action Program.

Vacancies are advertised, and applications are accepted from any interested person. Wichita State University's employment application, the Careers section of its website, and all advertisements include a link to the non-discrimination statement to further assure applicants of the University's policy of equal employment opportunity. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure protected veterans are aware of our openings, the University will send vacancy announcements to the sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The University ensures its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of status as a protected veteran. The University makes sure when a protected veteran is considered for an employment opportunity, the University relies only on that portion of the individual's military record, including his or her discharge papers, relevant to the requirements of the opportunity at issue. The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of all personnel processes, and protected veterans are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The University ensures applicants and employees who are protected veterans and who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to make sure applicants and employees who are disabled veterans receive equal opportunity in the operation of all personnel processes.

## **Review of Physical and Mental Job Requirements**

### **41 C.F.R. 60-300.44(c)**

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

Wichita State University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

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

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.

## **Reasonable Accommodations**

### **41 C.F.R. 60-300.44(d)**

Wichita State University has made and will continue to make reasonable accommodations, which do not impose undue hardship on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants who are disabled veterans.

Included among the specific accommodations for qualified disabled veterans that may have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence may be available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants who are known disabled veterans, the University will take reasonable steps to provide such accommodations.
- If necessary to accommodate a veteran with a known disability, the University will remove or alter nonessential job functions, unless doing so creates an undue hardship.
- The University will provide alternative work schedules if needed due to disability where that arrangement constitutes a reasonable accommodation.
- The University will accommodate employees who are veterans with known disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for veterans with known disabilities is available at Wichita State University.
- The University's online application system makes clear to all applicants if they are unable to fully use the automated system, they may follow specified alternate procedures so they receive equal opportunity to apply for and be fully considered for all jobs.
- The University has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems.

If a veteran has a disability, the University encourages the individual to disclose (i) any special methods, skills, and procedures which qualify him or her for positions which he

or she might not otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

The University informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through the Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for employees to view. Individuals interested in discussing accommodations may contact Jane W. Link, the Affirmative Action Officer, Human Resources, and/or the individual's supervisor. Managers and supervisors are trained to ensure they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee who is known to be a veteran with a disability is having significant difficulty performing his/her job and the University reasonably concludes the performance issues may be related to the known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates his/her disability is impacting performance, the University may engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

**Compensation**  
**41 C.F.R. 60-300.21(i)**

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

## **Internal Communication Procedure**

The University has developed an internal procedure whereby all employees, including protected veterans, can raise any issues or claims that may arise during the course of their employment. The procedure encourages any and all employees, including protected veterans, to discuss such issues or claims. All matters brought to the attention of the Executive Director of Equal Opportunity will be confidentially addressed.

## **Harassment**

### **41 C.F.R. 60-300.44(e)**

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

### **WSU Policy 3.02 Notice of Nondiscrimination**

The following statement of nondiscrimination must be printed on all University publications including catalogs, newsletters, magazines, brochures, folders, posters and flyers. University publications includes publications of University affiliated corporations.

#### **Notice of Nondiscrimination**

Wichita State University does not discriminate in its employment practices, educational programs or activities on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or status as a veteran. Retaliation against an individual filing or cooperating in a complaint process is also prohibited. Sexual misconduct, relationship violence and stalking are forms of sex discrimination and are prohibited under Title IX of the Education Amendments Act of 1972. Complaints or concerns related to alleged discrimination may be directed to the Executive Director of Equal Opportunity or the Title IX Coordinator, Wichita State University, 1845 Fairmount, Wichita, KS 67260-0138, telephone (316) 978-3187.

### **WSU Policy 3.47 Discrimination Review Procedures for Students, Employees and Visitors**

Students, employees or visitors who believe that they have been subjected to discrimination based on age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, status as a veteran or as retaliation for participating in a complaint process are encouraged to report such conduct immediately.

The University will respond to complaints of alleged discrimination by completing a review following the procedures set forth in 3.47.

For complaints of discrimination contact: Jane Link, Executive Director of Equal Opportunity.

**Training**  
**41 C.F.R. 60-300.44(j)**

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

## **Internal Dissemination of Policy**

### **41 C.F.R. 60-300.44(g)**

The University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for protected veterans. So that these employees' awareness of the needs of protected veterans can be increased and employee participation in the program is increased, the University utilizes the following procedures to maximize the internal implementation and dissemination of its Equal Employment Opportunity and Affirmative Action Policy:

- The University includes a copy of the policy statement in its Policy Manual.
- Wichita State University's policy on equal employment opportunity and affirmative action for protected veterans is posted in electronic format in a conspicuous location on the University website. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended.
- The University posts a copy of the policy in electronic format in a conspicuous location on the University intranet, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy.
- The University's electronic applicant process includes information about the University's commitment to equal employment opportunity and affirmative action.
- The University communicates to employees its obligation to take affirmative action to employ qualified protected veterans and encourages employee referral of covered applicants.
- Wichita State University invites employees who are protected veterans to participate in the AAP.
- Meetings with executive management and supervisory personnel will be conducted at least annually to explain the University's policy of affirmative action, to make clear the University's support for the policy, and to impart to these personnel their responsibility in making the AAP successful.
- An invitation to participate in Wichita State University's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.
- When applicable, Wichita State University publicizes the policy in University publications.
- The policy is discussed in both new employee orientation and management training programs.
- When applicable, University publications include articles on accomplishments of all employees, including protected veterans.

If the University has or becomes party to collective bargaining agreements, union officials will be informed the University is bound by the terms of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and is committed to take affirmative action to employ and advance in employment protected veterans, and the University will not discriminate against protected veterans. For those employee groups not subject to a collective bargaining agreement, no notification of union officials is necessary.

## **Outreach, Positive Recruitment and External Dissemination of Policy**

### **41 C.F.R. 60-300.44(f)**

Wichita State University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance employment of protected veterans. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected veterans, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative action efforts. For example, the University sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the University engages in or has made plans to implement the following activities:

- Wichita State University's Veteran's Preference in Application Process Policy 3.46 was created and implemented so that applicants who meet program qualification as well as the minimum qualification of the position applied for are given preferential consideration for employment at Wichita State. Applicants meeting the criteria to be considered for Veteran's Preference are guaranteed a first level job interview.
- Wichita State University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- The University posts all job vacancies (other than some executive and senior management positions or positions lasting three days or less) for which it considers outside applicants with the state workforce agency job bank or local employment delivery system where the opening occurs. These postings occur before or concurrently with the use of other recruitment efforts to fill the job and are provided in the manner and format specified by the relevant agency that allows the agency to provide priority referral of protected veterans.
- Wichita State University notifies the employment service delivery system in each state where it has establishments that it is a federal contractor and it desires priority referrals of protected veterans for job openings in that state. The University also provides the employment service delivery system with the name and location of all hiring locations within the state and the contact information for an employee who can answer questions about such job listings. The notice also included the names and contact information for job search organizations the University uses to assist in hiring, if any. If any of the information in this disclosure changes, the University sends an update with the next relevant job listing.
- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Wichita State University's policy of affirmative action to appropriate individuals outside of the University.
- The University informs recruiting sources of Wichita State University's policy of affirmative action for protected veterans. Recruiting sources are requested to

actively recruit and refer qualified protected veterans for all positions.

- Wichita State University identifies local organizations and/or community agencies known to specialize in placement and/or development of training programs for protected veterans and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:
  - Veterans' Employment Representative in the employment service center near the facilities covered in this AAP
  - Department of Veterans Affairs Regional office near the facilities covered in this AAP
  - Veterans' coordinators on campuses where the University normally recruits
- Other recruitment sources that specialize in placement of protected veterans
- When appropriate, the University invites community service and other outreach partners to tour and discuss the University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University suggests a telephone meeting so they can better identify qualified individuals for positions.
- When the University recruits at colleges and universities, it incorporates efforts to reach students who are protected veterans.
- Wichita State University seeks to include protected veterans when employees are pictured in consumer and personnel recruitment advertising.
- Wichita State University makes reasonable accommodations for qualified veterans with disabilities.
- Wichita State University advertisements or solicitations for prospective employees indicate that the University is an equal opportunity employer.
- As described in more detail in Exhibit C, Wichita State University evaluates the effectiveness of its outreach and recruitment efforts to determine if its affirmative action objectives are being met, and makes appropriate changes.

## **Hiring Benchmarks**

**41 C.F.R. 60-300.45**

In establishing a hiring benchmark, the following principles apply:

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

Wichita State University has established its benchmark in accordance with the national percentage of veterans in the civilian labor force as published on the OFCCP website. As of October 01, 2017, this benchmark percentage is 6.90 percent.

## Veterans Benchmarks for Hiring Analysis

For Period: 10/1/2016 to 9/30/2017

1		Executive, Administrative and Managerial
Hiring %	2.08	
Benchmark %	6.90	
Benchmark met?	No	
2		Faculty
Hiring %	1.22	
Benchmark %	6.90	
Benchmark met?	No	
3		Professional Non-Faculty
Hiring %	2.34	
Benchmark %	6.90	
Benchmark met?	No	
4		Technical and Paraprofessional
Hiring %	3.85	
Benchmark %	6.90	
Benchmark met?	No	
5		Clerical and Secretarial
Hiring %	3.06	
Benchmark %	6.90	
Benchmark met?	No	
6		Skilled Crafts
Hiring %	0.00	
Benchmark %	6.90	
Benchmark met?	No	
7		Service/Maintenance
Hiring %	3.75	
Benchmark %	6.90	
Benchmark met?	No	

Confidential - Not subject to Inspection by employees or applicants under 41 CFR Section 60-300.41.

## **Monitoring and Reporting Systems**

### **41 C.F.R. 60-300.44(h)**

It is the responsibility of the University's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of Wichita State University's AAP.

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

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

In order to measure the effectiveness of the AAP, the University may take the following actions:

- Audit its voluntary self-identification process to monitor the number of protected veterans who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification by protected veterans
- Establish a hiring benchmark to measure its progress towards achieving equal employment opportunity for protected veterans.
- Review available data computations and analyses regarding applicants and hires.
- Review the effectiveness of its recruitment and outreach activities.
- Regularly assess its personnel processes to ensure that protected veterans have equal opportunity in employment.
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity.
- Audit its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans.
- Audit its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment

opportunity and affirmative action for protected veterans.

- Audit its job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans.
- Audit its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans.

Where the affirmative action program is found to be deficient, the University shall endeavor to undertake necessary action to bring the program into compliance.

## **List of Exhibits**

Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation

Exhibit B - Annual Notification to Vendors

Exhibit C - Annual Assessment of Outreach and Recruiting Efforts

## **Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**This employer is a government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA), which requires government contractors to take affirmative action to employ and advance in employment:**

- (1) disabled veterans;**
- (2) recently separated veterans;**
- (3) active duty wartime or campaign badge veterans;**
- (4) Armed Forces service medal veterans;**

These classifications are defined as follows:

- A “disabled veteran” is one of the following:
  - a veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs;  
**or**
  - a person who was discharged or released from active duty because of a service-connected disability.
- A “recently separated veteran” means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service.
- An “active duty wartime or campaign badge veteran” means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.
- An “Armed Forces service medal veteran” means a veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

If you believe you belong to any of the categories of protected veterans listed above, please indicate by checking the appropriate box below. Your Form DD-214 may help you make this determination. As a government contractor subject to VEVRAA, we request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are consistent with VEVRAA.

☐ I identify as one or more of the classifications of protected veterans listed above

☐ I am not a protected veteran

☐ I decline to disclose my veteran status

If you are disabled veteran, please let us know if there any reasonable accommodations we could make that would enable you to be considered for a job opening or perform the essential functions of the position you hold. We consider requests for accommodation on a case-by-case basis.

## Exhibit B - Annual Notification to Vendors

### Notification to Vendors

Wichita State University is committed to the principles of equal opportunity. As a government contractor subject to Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, Wichita State University states as its notice of non-discrimination:

*Wichita State University does not discriminate in its employment practices, educational programs or activities on the basis of age, ancestry, color, disability, gender, gender expression, gender identity, genetic information, marital status, national origin, political affiliation, pregnancy, race, religion, sex, sexual orientation, or status as a veteran. Retaliation against an individual filing or cooperating in a complaint process is also prohibited. Sexual misconduct, relationship violence and stalking are forms of sex discrimination and are prohibited under Title IX of the Education Amendments Act of 1972. Complaints or concerns related to alleged discrimination may be directed to the Executive Director of Equal Opportunity or the Title IX Coordinator, Wichita State University, 1845 Fairmount, Wichita KS 67260-0138; telephone (316) 978-3187.*

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2; 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these regulations requiring that covered entities not discriminate and take affirmative action on the basis of age (40 or older), ancestry, color, disability, genetic information, national origin, race, religion, sex (including gender identity, sexual orientation and pregnancy), and/or status as a protected veteran.

To ensure compliance with the University's Affirmative Action Plan, Jane W. Link, Executive Director of Equal Opportunity, has been designated to administer and monitor the program. Contact Jane Link at [jane.link@wichita.edu](mailto:jane.link@wichita.edu) or (316) 978-3187.

## **Exhibit C – Annual Assessment of Outreach and Recruiting Efforts**

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

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

- Available data regarding applicants and hires, including the Wichita State University's established veteran hiring benchmark.
- Whether the activity expanded Wichita State University's outreach to protected veterans.
- Whether the activity increased the University's ability to include protected veterans in its workforce.
- Whether the activity attracted qualified protected veterans.
- Whether the activity resulted in the selection of qualified protected veterans.

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