

AFFIRMATIVE ACTION PROGRAM FOR MINORITIES & WOMEN

University of Illinois at Chicago

Chicago, IL

October 1, 2021 through September 30, 2022

Table of Contents

Preface	3
Introduction	5
Equal Employment Opportunity and Affirmative Action Statement of Policy	6
Sex Discrimination and Religious and National Origin Discrimination Policies	8
Responsibility for Implementation	10
Development and Implementation of Action Oriented Programs	14
Internal Audit and Reporting System	19
Conclusion	21
List of Exhibits	22

Preface

University of Illinois at Chicago (also referred to as the University) is fully committed to the concept and practice of equal opportunity and affirmative action.

In the preparation of this Affirmative Action Program (AAP), University of Illinois at Chicago has been guided by Executive Order 11246 and its implementing regulations. 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. 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).

While University of Illinois at Chicago firmly believes in wide dissemination of its affirmative action policies and equal employment opportunity practices, this AAP contains certain proprietary information relating to the University's business that must be kept confidential. The detailed information provided in good faith as a part of the AAP contains specific information that, if disseminated, could be detrimental to the competitive and business interests of University of Illinois at Chicago.

Therefore, even though the University is justifiably proud of its efforts described in the following pages, this AAP and its support data are to be disclosed to individuals, companies and government agencies only where such individuals or entities have a legitimate business interest or legal entitlement to the information. University of Illinois at Chicago specifically requests the following:

- If this AAP or any supporting data or documentation is submitted to Office of Federal Contract Compliance Programs ("OFCCP") pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act, and/or any implementing regulations (as any or all may have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying University of Illinois at Chicago of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Keana Galloway. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. §552.
- If this AAP or any supporting data or documentation is supplied by University to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to University of Illinois at Chicago.
- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from University of Illinois at Chicago.
- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

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

Introduction

UIC was born in 1982, when the Circle and Medical Center campuses consolidated to form a comprehensive university campus with six health science colleges and an academic medical center. Consolidation helped UIC reach elite Carnegie “Research I” status.

In 1993, then-UIC Chancellor (and later UI President) James Stukel launched the Great Cities Initiative to join UIC teaching and research with community, corporate and government partners in tackling urban challenges. Renamed the Great Cities Commitment at its ten-year mark, the signature program integrates research with genuine community engagement.

In the 2000s, UIC’s South Campus development brought student housing, retail stores, restaurants and private residences to the historic Maxwell Street neighborhood. The influx of faculty and staff families and the expansion of student housing helped UIC change from a daytime commuter campus into a vibrant, 24-hour academic community. Today, one-third of UIC freshmen and about one-fifth of undergraduates live on campus.

In July 2019, UIC opened its newest campus living facility. The 10-story Academic and Residential Complex, which is part of a public-private partnership, holds 550 beds in a mix of traditional dorm rooms and suite-style units. Three large lecture halls, four classrooms, several small group study rooms, a tutoring center, computer stations and collaboration spaces are highlights of the facility’s academic areas.

The Engineering Innovation Building, which also opened in July 2019, is the first new academic building on the east side of campus since 1991. The 50,000-square-foot facility houses instructional space, research labs and faculty and staff offices. The building also includes the University’s first high-bay structural research lab, where researchers can carry out a wide range of tests on large-scale structural components.

Additional new campus construction projects are underway to support scholarship and research and improve the student experience.

In August 2019, UIC acquired the John Marshall Law School and formed Chicago’s only public law school. Formerly an independent private school, John Marshall was founded in 1899 and for over a century upheld a tradition of diversity, innovation and opportunity and provided an education that combines an understanding of the theory, the philosophy and the practice of law. The creation of UIC John Marshall Law School provides current and prospective law students with more affordable education, as well as enhanced student services, such as access to health care, recreational facilities, residence halls and college athletics. There will be opportunities to take interdisciplinary courses, and new joint-degree and dual-degree programs are in development. These courses and programs align with UIC’s strengths in disciplines such as the health sciences, engineering and technology, urban planning and public administration, the social sciences and business.

Ever committed to affirmative action, University of Illinois at Chicago has prepared this AAP to cover employees reporting to and/or working in Chicago, IL. 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 14260 employees including 7803 (54.72%) minorities and 8964 (62.86%) women. It is expected these employees will help us to reach mutual goals of profitability and efficiency, resulting in both business and personal growth. As described in detail in the Plan that follows, the management of University of Illinois at Chicago has a continuing commitment to the practice and implemented action of this AAP.

Equal Employment Opportunity and Affirmative Action Statement of Policy

It is the policy of University of Illinois at Chicago not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including 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 sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, 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, upgrading, 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 the Office for Access and Equity.

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 the Office for Access and Equity 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.

University of Illinois at Chicago, and our Chancellor are fully committed to principals of equal employment opportunity and affirmative action. As Associate Chancellor, I support the successful implementation of the University's Affirmative Action Programs. I have appointed Keana Galloway, Affirmative Action Officer for the University, with responsibility for implementation of the University's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary 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, University of Illinois at Chicago 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 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 for Access and Equity, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

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. University of Illinois at Chicago 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. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

Caryn Bills
Associate Chancellor

Sex Discrimination Policy

41 C.F.R. 60-20.1 – 60-20.6

Pursuant to University of Illinois at Chicago's equal employment opportunity and affirmative action policy, the University prohibits sexual discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration and selection for training or other employment opportunities. The terms "because of sex", on the "basis of sex", "regardless of sex" and "without regard to sex" include, but are not limited to, because of or on the basis of pregnancy, childbirth or related medical conditions, sexual orientation, gender identity and transgender status. In furtherance of the University's commitment to ensuring equal employment opportunity regardless of sex, the University will take the following steps, as appropriate:

- Recruit individuals for all positions without regard to their sex, except where sex is a bona fide occupational qualification
- Ensure job postings and recruitment materials do not express a sex preference, unless sex is a bona fide occupational qualification
- Review employment practices and personnel policies to ensure that applicants and employees are not discriminated against or harassed on the basis of sex
- Provide qualified employees with an equal opportunity to any available job without regard to their sex, except where sex is a bona fide occupational qualification
- Administer employment opportunities, wages, hours, conditions of employment, retirement programs, and other employee benefits regardless of sex
- Develop written policies which prohibit unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature towards employees and take reasonable steps to prevent such harassment from occurring
- Provide appropriate restroom and other facilities for applicants and employees
- Refrain from reliance on any state laws which conflict with the non-discrimination provisions of Title VII of the Civil Rights Act of 1964 or Executive Order 11246 and are superseded thereby
- Ensure employees are not discriminated against because of pregnancy, childbirth, or related medical conditions. Females affected by pregnancy, childbirth, or related medical conditions will be treated the same as other persons who are not so affected but are similarly able or unable to work
- Administer any seniority systems without regard to sex
- Determine wage schedules without regard to sex
- Ensure individuals are not restricted to certain job classifications based on sex.

Religious and National Origin Discrimination Policy

41 C.F.R. 60-50.1 – 60.50.5

Pursuant to University of Illinois at Chicago's equal employment opportunity and affirmative action policy, the University prohibits religious and national discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration, and selection for training or other employment opportunities. In furtherance of the University's commitment to ensuring equal employment opportunity regardless of national origin or religious beliefs, the University will take the following steps, as appropriate:

- Recruit individuals for all positions without regard to their national origin or religious beliefs
- Provide qualified employees with an equal opportunity to available job openings without regard to their religion or national origin
- Administer employment opportunities, wages, hours, conditions of employment, retirement programs, and other employee benefits regardless of religion or national origin
- Provide reasonable accommodation for sincerely-held religious beliefs unless doing so would pose an undue hardship on the University's business.
- Develop reasonable procedures to carry out the University's obligation to provide equal employment opportunity without regard to religion or national origin
- Inform employees of the University's commitment to equal employment opportunity without regard to national origin or religion
- Inform recruitment sources of the University's commitment to equal employment opportunity and seek their assistance and support to provide equal employment opportunity without regard to national origin or religion
- Review employment practices, personnel policies, and available records to ensure that applicants and employees are not discriminated against or harassed on the basis of religion or national origin
- Engage in outreach activities with religious and ethnic organizations and educational institutions

Responsibility for Implementation

41 C.F.R. 60-2.17

Caryn Bills, Associate Chancellor, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the Program to Keana Galloway, the Affirmative Action Officer of the University. As Affirmative Action Officer, Keana Galloway has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Associate Chancellor 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 Employment Opportunity Policy and AAP.

With regard to the Chicago, IL AAP, Caryn Bills works closely with Keana Galloway to implement the programs which are specific to the University. Keana Galloway, together with the Human Resources staff, has primary responsibility for implementing programs at the University.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the University's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University's affirmative action program are implemented
- Advising supervisors that the University is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with line management any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for protected individuals and assisting managers in developing solutions to ensure that all individuals benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the University's Program, indicate the need for remedial action, determine the degree to which the University's objectives have been attained, determine whether all employees have had the opportunity to participate in University-sponsored educational, training, recreational, and social activities, and ensure each University location is in compliance with applicable laws and regulations
- Serving as liaison between the University and enforcement agencies, and between the University and organizations of and for minorities or women
- Encouraging active involvement by University representatives in the community service programs of local organizations of and for minorities and women
- Ensuring posters and notices are properly displayed or disseminated in ways that are

accessible and understandable to applicants and employees

- Keeping management informed of the latest developments in affirmative action

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

- Assist the Affirmative Action Officer in the identification of any problem areas and help eliminate any barriers to equal employment opportunity
- Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs
- 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. Results from these reviews are communicated through appropriate management meetings
- Review the qualifications of applicants and employees in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Provide career counseling for employees as needed
- Adhere to the University's policy of equal employment opportunity for all employees and ensure the policy is understood, supported, and adhered to by the employees they supervise
- Take action to prevent the discrimination and 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 effort

Outreach Recruitment and Other Good Faith Efforts

University of Illinois at Chicago has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment 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 efforts. The University engages in or has made plans to implement the following activities:

- Written notification of University's affirmative action policy is sent to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. University of Illinois at Chicago 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.
- University of Illinois at Chicago advertisements or solicitations for prospective employees indicate that University of Illinois at Chicago is an equal opportunity employer.
- The University will inform recruiting sources of University of Illinois at Chicago's policy of affirmative action for protected individuals. Recruiting sources will be requested to actively recruit and refer qualified protected individuals for all positions.
- University of Illinois at Chicago will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for protected individuals and send them notices of vacant positions. When appropriate, the University will invite community service and other outreach partners to tour the office 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 will suggest 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 Equal Employment Opportunity and Affirmative Action Policy Statement in its Policy Manual. When applicable, University of Illinois at Chicago publicizes the policy in University publications. The policy is discussed in both new employee orientation and management training programs.
- University of Illinois at Chicago's policy on equal employment opportunity and affirmative action is posted on University bulletin boards. 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 Executive Order 11246, as amended. The University also 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 employment application and electronic application processes include information about the University of Illinois at Chicago's commitment to equal employment opportunity and affirmative action.
- All other required affirmative action notices and policy statements are posted on University bulletin boards and are updated annually.
- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate University of Illinois at Chicago's policy of affirmative action to appropriate individuals outside of the University. 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 Associate Chancellor's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- University of Illinois at Chicago will seek to include individuals covered by this AAP when employees are pictured in consumer and personnel recruitment advertising.
- The University will communicate to employees its obligation to take affirmative action to employ protected individuals and will encourage employee referral of covered applicants.
- An invitation to participate in University of Illinois at Chicago'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 EEO-1 and veteran 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 sex, gender, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, 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.

- We have instructed all supervisory personnel 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 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 women.

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

- Minority and women, 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 will be 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 plan to 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 universities and two- and four-year local colleges, 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 women for job openings. During the period from October 01, 2019 to September 30, 2020, targeted recruitment activities were conducted at the following sources:
 - Working with Hiring Managers and Academic Search Coordinators to determine appropriate outreach to attract qualified applicant pools;
 - Active recruitment at colleges and universities with a significant percentage of minority and/or female students;
 - Publishing job advertisements in newspapers and/or magazines that target minorities and/or females;
 - Using recruitment companies that specifically target minorities and/or females such as ChicagoDiversity.com and Shaker Recruitment Advertising and Communications; and
 - Continuing to post all openings with IllinoisJobLink.com, which serves as an Employment Service Delivery System.

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

- On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.
- The University utilizes a formal performance evaluation program for all employees. In addition, 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.
- Seniority practices are not a problem since the University has no formal seniority system. Promotions are based on merit selection principles.
- We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- Special internal training programs are provided as necessary to ensure the achievement of our placement goals. The following programs are offered to eligible employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or

any other characteristic protected by applicable law:

UIC is committed to training and retaining its employees. As such, there are numerous opportunities for all employment groups to develop their skills and to further their learning. Listed below are OAE's programs as well as programs offered by other departments who assist with the facilitation of recruitment and development of minorities, women, persons with disabilities, and veterans.

1. Office for Access and Equity

a. OAE offers the following employee educational courses:

i. Affirmative Action in the Academic Hiring Process: This course is intended for anyone responsible for conducting searches or anyone who may serve on a search committee. It covers the role of OAE in the hiring process; HireTouch forms, explanations of the affirmative action procedures required to fill a position with the best possible candidate and the relevance of law and UIC policy to those procedures.

ii. How to Create a More Engaging Environment: This program consists of brainstorming exercises, conflict resolution style inventory and interpretation and teambuilding through brainstorming solutions. The goals of the training are to understand the costs of conflict; examine the norms of conflict resolution and barriers to resolving conflict in the unit; identifying the dominant conflict resolution styles of the participants and understanding the pros and cons of each conflict resolution style; generating solutions to the barriers perceived in the unit; and understanding the element of a culture of engagement.

iii. Employee Accommodation under the American With Disabilities Act (ADA): This training explains the purpose and nuances of the Americans with Disabilities Act (and state disability discrimination laws) as well as the Americans with Disabilities Act Amendments Act; explains how disability is defined under both law and UIC policy; and provides a step-by-step, detailed explanation of UIC's accommodation policy and process.

iv. Faculty Search Committee: In Partnership with the Office of Diversity and the Office of the Vice Provost for Faculty Affairs, this course is intended for search committees for faculty and faculty/administrator positions at UIC. This workshop will address the search process, issues of implicit bias and stereotypes, as well as other issues that can affect the fairness of a search.

v. Respect in the Workplace: Understanding Diversity and Preventing Discrimination: This interactive workshop examines diversity in the workplace. Participants learn to identify/prevent unlawful workplace discrimination while exploring how assumptions/stereotypes lead to premature/prejudice judgments.

vi. Understanding and Preventing Sexual Harassment: This workshop is offered both online and in-person and will clarify many of the issues surrounding unlawful sexual harassment, including recognizing and handling harassment in the University environment.

vii. Supervisor's Toolkit: Avoiding and Handling Employee Complaints: This workshop provides practical ways for handling employee complaints and disputes; addresses how to minimize and respond to unlawful discrimination/harassment charges of all types; and explains the Office for Access and Equity's process for responding to external administrative charges and internal complaints.

2. Office of Diversity: The Office of Diversity initiates programs to enhance and support the success of all groups in Academic Affairs and provides leadership and guidance for campus-wide units promoting diversity across all activities at UIC. In collaboration with OAE, the Office of Diversity through its Diversity Strategic Thinking and Planning (DSTP) Process, compiled a list of diversity resources at UIC. A copy of the UIC Diversity Portfolio is linked here: <https://diversity.uic.edu/diversity-portal/>. The portfolio

will continue to evolve as UIC reflects upon what diversity means and how it strengthens its institutional mission with the overall purpose of integrating diversity throughout all levels and activities of the campus.

a. The Office of Diversity provides administrative oversight of the Chancellor's Status Committees, including:

- Chancellor's Committee on the Status of Asian Americans (CCSAA): CCSAA is dedicated to promoting the academic, social, cultural and professional welfare of UIC's Asian American faculty, staff and students. CCSAA addresses and makes recommendations to the chancellor regarding issues related to employment practices, climate, representation, recruitment, and retention issues that are of concern to the Asian American campus community. The committee is dedicated to working collaboratively with diverse communities on campus and building relationships with off campus Asian American community organizations.
- Chancellor's Committee on the Status of Blacks (CCSB): CCSB serves as an advisory body on matters pertaining to the academic, professional, and social aspects of African and African American life at UIC. CCSB addresses issues relating to campus governance, employment practices, public relations, student affairs and other issues that affect the well-being of Blacks on campus. The committee works collaboratively with UIC's diverse community.
- Chancellor's Committee on the Status of Latinos (CCSL): CCSL was established to promote the development of educational, professional and career opportunities among UIC Latinos. The committee addresses issues of general concern to Latinos at UIC.
- Chancellor's Committee on the Status of Lesbian, Gay, Bisexual, and Transgender, Queer People and Allies (CCSLGBTQPA): The mission of CCSLGBTQPA is to provide leadership on LGBTQPA in UIC communities. This includes addressing needs of faculty, staff, students and alumni of diverse sexual orientations. The goal is to enhance a supportive environment, which will foster full participation by all members of the university's communities in teaching, public service, and research.
- Chancellor's Committee on the Status of Persons with Disabilities (CCSPD): The mission of CCSPD is to promote empowerment and inclusion of faculty, staff and students with disabilities at UIC. CCSPD recognizes that people with disabilities are a diverse group, including individuals with visible and non-visible disabilities. This mission is motivated by the belief that people with disabilities are assets to the university, not liabilities.
- Chancellor's Committee on the Status of Women (CCSW): CCSW works to improve the status of women at UIC with a primary objective to advise and make recommendations to the Chancellor regarding attitudes, policies, and procedures that affect women faculty, staff and students. The committee undertakes projects and recommends changes in campus structures, policies and programs as appropriate.

3. Organizational Effectiveness, Human Resources: Organizational Effectiveness offers counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer.

a. Core Professional Development Program: The Core Professional Development Program is designed to provide learning opportunities in three areas: 1) Workplace Fundamentals; 2) Technical Performance; 3) Organizational Policies & Procedures. The program provides online course material, videos, workshops, trainings, tutorials, and helpful documents for each Core Professional Development area.

b. Leadership Development Program: The Leadership Development Program is designed to support UIC management in their efforts to be more effective in their college or administrative unit. Learning experiences in this program are designed to provide UIC leaders with an opportunity to build upon existing Management

Competencies and focus on unlocking leadership potential to help UIC achieve defined goals. Leadership Essentials is a two-day training session designed to provide new managers and supervisors with information required to function in their role more effectively. The training includes a pre-session assessment tool, facilitated discussions about managing work teams at UIC, detailed information about application of key HR policies and post-session management tools.

c. Lifelong Learning and Education Access Program: The Lifelong Learning and Education Access Program (LLEAP) is designed to provide Academic Professionals and Open-Range Civil Service employees, release time/flex time, and/or funds for development opportunities focused on enhancing a career at UIC.

- UIC has expanded upon its existing commitment to diversity by launching the Advancing Racial Equity (ARE) initiative. One ARE goal is related to increasing faculty diversity. Two programs that support this goal are the Underrepresented Faculty Recruitment Program, which provides colleges with financial incentives to encourage the hiring of more diverse faculty, and the Bridge to the Faculty (B2F) program. The B2F program recruits underrepresented postdoctoral scholars who will conduct research at UIC for two years and then transition to tenure-track faculty positions. During the B2F program's inaugural year in 2019, ten postdoctoral scholars were hired in nine departments. UIC doubled this number in 2020, providing 20 UIC programs with the opportunity to recruit and hire B2F postdoctoral scholars who will begin their appointments during the Fall 2021 semester. In addition to the 20 new B2F hires, during the 2020-2021 school year, UIC further increased faculty diversity by hiring 15 new underrepresented faculty.
- We will continue to participate 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 University of Illinois at Chicago'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, University may take the following actions:

- Audits its voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification
- Monitors 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
- Reports on the organization's progress towards 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
- Examines available utilization and benchmark data regarding protected individuals and develops action-oriented programs to address any areas of underutilization
- Reviews available data computations and analyses regarding applicants and hires
- Reviews the effectiveness of its recruitment and outreach activities
- Audits its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits 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

- Audits its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its personnel processes to ensure that individuals have equal opportunity in employment without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law
- Audits 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, University shall endeavor to undertake necessary action to bring the program into compliance.

Conclusion

The AAP year, October 1, 2020 through September 30, 2021, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer, Keana Galloway, the University will continue to communicate its policies, both within the organization and to the community in which it works. The Associate Chancellor 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 University of Illinois at Chicago's most recent plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed 13 areas in which the difference between incumbency vs. estimated availability was statistically significant, showing that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the University expects to continue its successful outreach efforts and to ensure all applicants and employees are treated fairly, based on job related criteria and without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

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 in good stead.

Finally, it should be noted the University's thorough analysis of its workforce reveals that University of Illinois at Chicago is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against female employees. As outlined in this AAP, University of Illinois at Chicago 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 University of Illinois at Chicago 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, University of Illinois at Chicago maintains an affirmative action plan through which it makes good faith efforts to recruit, hire and advance in employment qualified individuals without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

University of Illinois at Chicago states as its Policy of Affirmative Action the following:

- It will be the policy of University of Illinois at Chicago to recruit, hire, train, and promote persons in all job titles without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by 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 sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

We would appreciate your assistance in University of Illinois at Chicago's efforts to meet our equal employment and affirmative action goals. Members of our Human Resources Department 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,

Keana Galloway
Affirmative Action Officer

Exhibit B - Annual Notification to Vendors

To Whom It May Concern:

This letter is to inform you University of Illinois at Chicago is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by 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, University of Illinois at Chicago takes its affirmative action obligations very seriously. University of Illinois at Chicago states as its Policy of Affirmative Action the following:

- It will be the policy of University of Illinois at Chicago not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

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 requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the University's AAP, Keana Galloway, Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.