

Equal Employment Opportunity/ Affirmative Action Plan

**Kirkwood Community College
Cedar Rapids**

September 2025

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Kirkwood Community College

Equal Employment Opportunity/Affirmative Action Policy

Equal Employment Opportunity - The legal necessity to maintain fair and equitable treatment of all employees and applicants regardless of sex (including pregnancy), race, age, creed, color, national origin, religion, marital and familial status, sexual orientation, gender identity, , disability, veteran status, genetic information, or any other characteristic protected by law.

Kirkwood Community College has established an equal employment opportunity/affirmative action program to reflect its commitment to equity in employment activities and in educational services. This plan serves as an assurance to students, employees, applicants, and to the larger community of Kirkwood's efforts to comply with local, state, and federal regulations requiring equal employment opportunity, equal educational opportunity, and affirmative action.

Affirmative Action - The legal necessity to maintain actions appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity based upon sex (including pregnancy), race, age, creed, color, national origin, religion, marital and familial status, sexual orientation, gender identity, disability, veteran status, genetic information, or any other characteristic protected by law.

This program is also designed to support affirmative action practices that advance the representation and utilization of protected class members. It is not intended to be an end product, but rather an indication of an ongoing process toward accomplishing objectives and resolving conflict related to employment and educational equity within the College.

Administrative Statement

The philosophy and intent of equal employment opportunity and affirmative action policies and plans is to provide all individuals the assurance that all decisions related to employment or otherwise will be made without regard to sex (including pregnancy), race, age, creed, color, national origin, religion, marital and familial status, sexual orientation, gender identity, disability, veteran status, genetic information, or any other characteristic protected under local, state, or federal law. Kirkwood Community College firmly believes in and supports this philosophy. As President of Kirkwood Community College, I welcome this opportunity to reaffirm the College's continued ethical and legal pledge to comply with all laws and regulations requiring Affirmative Action and Equal Employment Opportunity.

Kirkwood Community College and its employees are committed to creating environments that encourage equity and diversity in educational services, academic endeavors, and employment practices. In dedicating itself to establishing an environment free from discrimination as stated below.

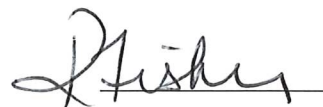
1. The designated officer will accordingly update equal employment opportunity policies and procedures, commit to adherence, and insist that affirmative actions are appropriately implemented. Achievement of the goals identified in the plan will be monitored by the designated officer.
2. This College will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this college will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.
3. Conducting periodic audits of training programs, as well as hiring and promotion patterns in order to remove impediments to the attainment of goals and objectives.
4. The Affirmative Action Plan shall require approval by the Board of Directors and shall be reviewed and updated on a biennial basis

Board of Directors



Date: 9-18-25

Dr. Kristie Fisher



Date: 9-18-25

Kirkwood Community College

Equal Employment Opportunity/Affirmative Action Policy Statement

It is the policy of Kirkwood Community College not to discriminate in its programs, activities, or employment on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, creed, religion, and actual or potential family, parental or marital status. If you have questions or complaints related to compliance with this policy, please contact the Vice President, Human Resources and Institutional Effectiveness (employees) or the Vice President of Student Services (students), 6301 Kirkwood Blvd. SW, Cedar Rapids, IA 52404, [319-398-5572](tel:319-398-5572), equity@kirkwood.edu, or the Director of the Office for Civil Rights, U.S. Department of Education, Cesar E. Chavez Memorial Building, 1244 Speer Boulevard, Suite 310, Denver, CO 80204-3582, Telephone: [\(303\)844-5695](tel:303-844-5695) FAX: (303)844-4303, TDD 800-877-8339
Email: OCR.Denver@ed.gov.

To assure that equal opportunity and non-discriminatory behavior is afforded to all students, employees, and applicants, Kirkwood Community College recognizes the need for, and the implementation of, an Equal Employment Opportunity/Affirmative Action plan.

Legal References: (Code of Iowa)

Title VI, Title VII, Civil Rights Act of 1964 (as amended by the EEO Act, 1972); Executive Order 11246 as amended by Exec. Order 11375, Equal Pay Act, 1963; Age Discrimination in Employment Act, 1967 (as amended); Title IX of the Educational Amendments of 1972, Section 503, 504 of the Rehabilitation Act of 1973 (as amended); Section 402 of the Vietnam Veterans Readjustment Assistance Act, Americans with Disabilities Act of 1990, Civil Rights Act of 1991, Chapter 216, Iowa State Code, Executive Order 15, Iowa Administrative Code 281-95.1(19B), Chapter 69 of the Cedar Rapids Municipal Code (ordinance 25-94).

Date of –

Adoption:	January 23, 1975	Revised:	April 6, 1998
Reviewed:	July 1, 1975	Revised:	March 8, 2000
Revised:	January 31, 1986	Revised:	April 3, 2002
Revised:	August 28, 1986	Revised:	May 2004
Reviewed:	July, 1990	Revised:	October 2006
Revised:	November 10, 1992	Revised:	May 2009
Reviewed:	February 10, 1995	Revised:	September 2011
Reviewed:	July 2018	Revised:	July 2018
Reviewed:	July 2020	Revised:	September 2020
Reviewed:	October 2022	Revised:	December 2022

Plan Implementation Responsibilities

The President and Vice President, Human Resources, as well as all supervisors and administrative personnel are charged with the responsibility for supporting and complying with equal opportunity/affirmative action principles.

Kirkwood Community College President

The President is responsible for implementing the EEO/AA plan. Under the direction of the President, staff members assume specific responsibilities for maintaining procedures in compliance with all relevant federal and state equal opportunity/affirmative action legislation.

Administrative Personnel and Supervisors

All administrative and supervisory staff are familiar with EEO/AA guidelines, policies, and procedures as they affect employment activities within their departments. They exercise their supervisory responsibility to ensure that persons under their direction are treated in an equitable manner, without regard to protected class characteristics. Administrative and supervisory staff assist with the college's EEO/AA plan throughout the recruitment and selection process, and in any other employment actions or recommendations involving college personnel. It is also the responsibility of administrative and supervisory staff to keep the Vice President; Human Resources informed of any complaints or incidents of a discriminatory nature of which they become aware.

Responsibility of the Vice President, Human Resources/EEO Officer

The Vice President, Human Resources, is responsible for ensuring compliance with legal mandates for EEO/AA that are applicable to college personnel. Such responsibilities include the review and revision of employment practices and procedures every two (2) years to comply with current employment legislation and with the policies of the Board of Trustees. The Vice President, Human Resources, maintains a system which monitors all recruitment, selection, and placement procedures to ensure that non-discriminatory practices are being exercised. The Vice President, Human Resources gives fair and impartial consideration to all requests and recommendations for employment actions to be processed through that office.

The Vice President, Human Resources is also responsible for the review, continued development, and coordination of the EEO/AA Program. The Vice President, Human Resources provides assistance to administrative and supervisory personnel in the continuous effort to afford equal opportunity to all segments of the college community. The Vice President, Human Resources assists in the identification of problem areas and monitors steps to alleviate inequitable conditions and situations as they might arise. The Vice President, Human Resources serves as a liaison with external civil rights agencies and processes internal discrimination complaints in an effort to resolve them at the local EEO/AA program level.

The College's Vice President, Human Resources:

Wes Fowler, J.D.
313 Kirkwood Hall
6301 Kirkwood Blvd. SW
Cedar Rapids, Iowa, 52404
Phone: 319-398-7797
Fax: 319-398-5502
Email: wes.fowler@kirkwood.edu

Work Force Analysis

Category	Employees*						Percentage				
	Total	Female	Number			Veteran	Female	Minority	45 Years		
			Minority	and Over	Disability				Minority	and Over	Disability
Administrative	11	6	-	9	-	1	54.50%	0.00%	81.80%	0.00%	9.10%
Instructional - Full-time	228	104	15	138	6	8	45.60%	6.60%	60.50%	2.60%	3.50%
Instructional - Part-time	430	286	28	260	1	-	66.50%	6.50%	60.50%	0.20%	0.00%
Instructional - Continuing Education	8	2	1	4	1	-	25.00%	12.50%	50.00%	12.50%	0.00%
Professional - Full-time	394	245	41	152	11	5	62.20%	10.40%	38.60%	2.80%	1.30%
Professional - Part-time	19	13	-	7	-	-	68.40%	0.00%	36.80%	0.00%	0.00%
Secretarial and Clerical - Full-time	70	61	6	33	3	-	87.10%	8.60%	47.10%	4.30%	0.00%
Secretarial and Clerical - Part-time	79	60	13	42	-	-	75.90%	16.50%	53.20%	0.00%	0.00%
Service - Full-time	103	35	18	32	3	2	34.00%	17.50%	31.10%	2.90%	1.90%
Service - Part-time	97	54	15	22	-	-	55.70%	15.50%	22.70%	0.00%	0.00%
Overall	1,439	866	137	699	25	16	60.20%	9.50%	48.60%	1.70%	1.10%
		45 Years									
		Female	Minority	and Over	Disability	Veteran					
Seven County Area**	47.20%	15.80%	35.90%	7.20%	3.90%						
Credit Students***	56.70%	24.20%	2.40%	10.00%	1.20%						

* IPEDS Base Kirkwood Workforce as of 11/01/2024

** ACS 5-Year Estimates Detailed Tables, 18 to 64 Years of Age, Vintage 2023

***MIS Academic Year 2023-2024 Student Information

Quantitative Analysis and Goals

Annual Utilization Report

District Comparison to All Employees

EEO	Category	Kirkwood Workforce as of 11/01/2023*						Percentage Utilization					Underutilized					Utilization Goal: Number of New Hires				
		Total	45 Years			Veteran	%	45 Years			Veteran	%	45 Years			Veteran	%	45 Years			Veteran	%
			Female	Minority	and Over			Female	Minority	and Over			Female	Minority	and Over			Female	Minority	and Over		
510	Administrative	11	6	-	9	1	54.50%	0.00%	81.80%	0.00%	9.10%	No	Yes	No	Yes	No	-	2	-	1	-	-
520	Instructional - Full-time	228	104	15	138	8	45.60%	6.60%	60.50%	2.60%	3.50%	Yes	Yes	No	Yes	Yes	4	21	-	10	1	-
521	Instructional - Part-time	430	286	28	260	1	66.50%	6.50%	60.50%	0.20%	0.00%	No	Yes	No	Yes	Yes	-	40	-	30	17	-
525	Instructional - Continuing Education	8	2	1	4	1	25.00%	12.50%	50.00%	12.50%	0.00%	Yes	Yes	No	No	Yes	2	-	-	-	-	-
530	Professional - Full-time	394	245	41	152	11	62.20%	10.40%	38.60%	2.80%	1.30%	No	Yes	No	Yes	Yes	-	21	-	17	10	-
531	Professional - Part-time	19	13	-	7	-	68.40%	0.00%	36.80%	0.00%	0.00%	No	Yes	No	Yes	Yes	-	3	-	1	1	-
540	Secretarial and Clerical - Full-time	70	61	6	33	3	87.10%	8.60%	47.10%	4.30%	0.00%	No	Yes	No	Yes	Yes	-	5	-	2	3	-
541	Secretarial and Clerical - Part-time	79	60	13	42	-	75.90%	16.50%	53.20%	0.00%	0.00%	No	No	No	Yes	Yes	-	-	-	6	3	-
550	Service - Full-time	103	35	18	32	3	34.00%	17.50%	31.10%	2.90%	1.90%	Yes	No	Yes	Yes	Yes	14	-	5	4	2	-
551	Service - Part-time	97	54	15	22	-	55.70%	15.50%	22.70%	0.00%	0.00%	No	Yes	Yes	Yes	Yes	-	-	13	7	4	-
Overall		1,439	866	137	699	25	60.20%	9.50%	48.60%	1.70%	1.10%	No	Yes	No	Yes	Yes	19	92	18	79	40	-

* IPEDS Base Kirkwood Workforce as of 11/01/2024

** ACS 5-Year Estimates Detailed Tables, 18 to 64 Years of Age, Vintage 2023

Credit Student Comparison to All Employees

EEO	Category	Kirkwood Workforce as of 11/01/2023*						Percentage Utilization					Underrepresented					Number of New Hires				
		Total	45 Years			Veteran	%	45 Years			Veteran	%	45 Years			Veteran	%	45 Years			Veteran	%
			Female	Minority	and Over			Female	Minority	and Over			Female	Minority	and Over			Female	Minority	and Over		
510	Administrative	11	6	-	9	1	54.50%	0.00%	81.80%	0.00%	9.10%	Yes	Yes	No	Yes	No	-	3	-	1	-	-
520	Instructional - Full-time	228	104	15	138	8	45.60%	6.60%	60.50%	2.60%	3.50%	Yes	Yes	No	Yes	No	25	40	-	17	-	-
521	Instructional - Part-time	430	286	28	260	1	66.50%	6.50%	60.50%	0.20%	0.00%	No	Yes	No	Yes	Yes	-	76	-	42	5	-
525	Instructional - Continuing Education	8	2	1	4	1	25.00%	12.50%	50.00%	12.50%	0.00%	Yes	Yes	No	No	Yes	3	1	-	-	-	-
530	Professional - Full-time	394	245	41	152	11	62.20%	10.40%	38.60%	2.80%	1.30%	No	Yes	No	Yes	No	-	54	-	28	-	-
531	Professional - Part-time	19	13	-	7	-	68.40%	0.00%	36.80%	0.00%	0.00%	No	Yes	No	Yes	Yes	-	5	-	2	-	-
540	Secretarial and Clerical - Full-time	70	61	6	33	3	87.10%	8.60%	47.10%	4.30%	0.00%	No	Yes	No	Yes	Yes	-	11	-	4	1	-
541	Secretarial and Clerical - Part-time	79	60	13	42	-	75.90%	16.50%	53.20%	0.00%	0.00%	No	Yes	No	Yes	Yes	-	6	-	8	1	-
550	Service - Full-time	103	35	18	32	3	34.00%	17.50%	31.10%	2.90%	1.90%	Yes	Yes	No	Yes	No	23	7	-	7	-	-
551	Service - Part-time	97	54	15	22	-	55.70%	15.50%	22.70%	0.00%	0.00%	Yes	Yes	No	Yes	Yes	1	8	-	10	1	-
Overall		1,439	866	137	699	25	60.20%	9.50%	48.60%	1.70%	1.10%	No	Yes	No	Yes	Yes	52	211	-	119	8	-

***MIS Academic Year 2023-2024 Student Information

These numerical goals and the timetable reflected are not rigid and inflexible quotas, but reasonable aspirations toward correcting an imbalance in the College's work force. These goals shall not cause any group of applicants to be excluded from the hiring process and are stated herein in compliance with Iowa Administrative Code rule 281-95.4(2).

Qualitative Goals

To support the principles of EEO/AA and to achieve established goals, Kirkwood Community College will continue to implement programs designed to enhance the utilization of protected class members, and not limited to, the following:

1. Review all position descriptions to ensure they are free from discriminatory language or effect.
2. Ensure Kirkwood's equity statement and non-discrimination policy remain posted appropriately within the HLC guidelines.
3. Review employee policies and revise as needed every two (2) years.
4. Include the College's non-discrimination statement in all recruitment advertising and new hire information through the employee handbook.
5. Maintain necessary records to document affirmative action progress and report required data on racial, ethnic, sex, and disability.
6. Ensure all employees who are part of a part of a hiring committee complete EEO training.
7. Advertise the college and open employment positions in a wide array of publications to increase exposure and the size of candidate pools.
8. Ensure the hiring process is fair and equitable.
9. Ensure all qualified applicants receive fair consideration for supervisory roles.
10. Communicate the Affirmative Action Plan and goals to employees.

Qualitative Analysis

When under-representation is identified in one or more major job groups, Kirkwood has prepared a qualitative analysis within its affirmative action plan. The qualitative analysis is a review of employment policies and practices to determine if and where its policies and practices tend to exclude, disadvantage, restrict or result in adverse impact on the basis of racial/ethnic origin, sex, or disability.

A. Recruitment

Kirkwood demonstrates its commitment to affirmative action by practicing recruitment techniques designed to encourage employment applications and student enrollment applications from under- represented groups and by providing equal opportunity for all members of the college community. Applicants will not be discouraged from entering non-traditional areas.

B. Selection and Placement

No employee, prospective employee, student, or prospective student shall be discriminated against in the selection or placement process because of sex (including pregnancy), race, age, creed, color, national origin, religion, familial or marital status, sexual orientation, gender identity, veteran status, genetic information, disability, or other characteristic protected by (except when a bona fide occupational qualification is proven to exist). Employment decisions are based solely upon the qualifications of the individual applicant. The college has an open admission policy for students.

C. Transfer, Promotion, Reassignment

Employment actions involving transfer, promotion, and reassignment are based upon employee qualifications and the needs of the college, and in adherence to the policies established by the Board of Trustees and the Cabinet.

D. Training and Development

Supervisory personnel will inform and encourage employees to seek additional educational experience related to job improvement or personal and professional growth. Training and development opportunities are available to all employees, and they are urged to participate in college sponsored training programs and other educational experiences.

E. Compensation, Benefits, and Working Conditions

Kirkwood complies with all relevant state and federal legislation concerning the administration of wage, salary, fringe benefits, working conditions, and other privileges associated with employment. Information regarding these conditions is continually compiled, updated, and reviewed and action taken to eliminate any inequities based upon protected class.

F. Disciplinary Action, Termination, and Retrenchment

In the event that disciplinary action, termination, or retrenchment become necessary, procedures for these actions do not differ on the basis of protected class. Any such action or recommendation is reviewed by the Vice President, Human Resources. Alternatives to such action are explored and given consideration. Termination or disciplinary action is not used as punishment or harassment against any employee who has filed a complaint of discrimination against the college.

G. Discrimination Complaint Procedure

The Discrimination Complaint Procedure establishes a process for registering complaints by employees, applicants, and students who believe the College policies and procedures on equal opportunity in employment and education have been violated, resulting in discriminatory treatment. This process is posted on the board policy page procedure 401.3.

[Harassment Procedure](#) / [Investigation Process](#)