

# BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

SECTION:	9
DATE:	February 24, 2009

## **RECOMMENDATION**

**REPORT:** AFFIRMATIVE ACTION PLANS 2008-2009

### **ACTION REQUESTED**

It is recommended that the Board of Regents receive and place on file the Affirmative Action Audit 2007 – 2008, the Affirmative Action Plan for Women and Minorities and the Affirmative Action Plan for Veterans and Individuals with Disabilities dated September 2008 - 2009.

### **SUMMARY**

The Affirmative Action Audit, 2007 – 2008; the Affirmative Action Plan for Women and Minorities, September 2008 – 2009; the Affirmative Action Plan for Veterans and Individuals with Disabilities, September 2008 - 2009 are attached for your review.

As a federal contractor, Eastern Michigan University (EMU) is required by Executive Order 11246 to prepare an Affirmative Action Plan for Women and Minorities. EMU's plan is a management tool designed to ensure equal employment opportunity for all persons. It includes procedures that enable managers and supervisors to continually monitor and evaluate their employment practices to ensure that they are free of bias and discrimination based upon race, color, sex, sexual orientation, disability, age, veteran's status, religion or national origin.

The Federal Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 require that government contractors employ and advance qualified individuals with disabilities, special disabled veterans and other covered veterans. The purpose of EMU's Affirmative Action Plan for Veterans and Individuals with Disabilities is to reaffirm the University's commitment to the principles of equal employment opportunity for members of these groups. It also serves as a vehicle for providing relevant information to the University community regarding the development, analysis, enforcement, evaluation, dissemination and monitoring of the University's commitment to outreach and equal employment opportunities for veterans and individuals with disabilities.

## **FISCAL IMPLICATIONS**

No major fiscal implications. The University may incur some expense in implementing several of the "Recommended Actions."

## **ADMINISTRATIVE RECOMMENDATION**

The proposed Board action has been reviewed and is recommended for Board approval.

**University Executive Officer**  
**Provost and Executive Vice President**

\_\_\_\_\_ 2-12-09  
**Date**

Eastern Michigan University adheres to the principle of equal education and employment without regard to race, sex, color, creed, national origin, sexual orientation, disabling condition or veteran's status. This policy extends to all programs and activities supported by the University.

# **AFFIRMATIVE ACTION AUDIT**

**2007-08**

**Eastern Michigan University  
Ypsilanti, MI**

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**Eastern Michigan University  
Annual Affirmative Action Audit**

**Workforce Date: 9/19/08  
Employment Activities: 9/20/07 to 9/19/08**

**Introduction:**

The Affirmative Action Audit for 2007-2008 is presented to the Board of Regents in accordance with federal requirements as a government contractor. The audit gives an overview and provides an analysis of the University's workforce with special emphasis on the percentages of women and minorities in job groups compared to the education-related labor markets.

**Charts included in this report:**

	<b>Charts: Total Workforce as of 9/19/08</b>
1	Total Workforce: By Division (See Chart #2)
2	Total Workforce: By Job Group (See Chart #7)
3	Summary of Affirmative Action Goals (See Chart #6)
4	Progress Toward Goals: Females
5	Progress Toward Goals: Blacks
6	Progress Toward Goals: Hispanics
7	Progress Toward Goals: Other Minorities (Asian Amer & Native Amer)
	<b>Employment Activities for 9/20/07 to 9/19/08</b>
8	Applicants (See Chart #10)
9	New Hires (See Chart #10)
10	Terminations (See Chart #10)
11	Promotions (See Chart #10)
	<i>These charts (and additional charts required by federal regulation 41 CFR 60-2.12, 2.13), are available from the Office of Diversity and Affirmative Action, 11 Welch Hall. Please call 734.487.1166 for copies.</i>

## 2008 Affirmative Action Audit

### Total Workforce: By Division

*See Total Workforce: By Division Chart #2 (attached at the end of this report)*

- Seven divisions
  - Academic Affairs
  - Advancement/Foundation
  - Business and Finance
  - Enrollment Services
  - Info & Communications Technology
  - President
  - Student Affairs
- Largest division is Academic Affairs
- Largest percentage of minorities in Enrollment Services; five of the seven divisions employ 18 percent or more minorities within their respective divisions
- Largest percentage of females in Enrollment Services; five of the seven divisions employ above 50 percent or more females within their respective divisions

9/19/08 Workforce Divisions	Total Employees	Females		Minorities	
		Total #	Total %	Total #	Total %
Academic Affairs	1,130	625	55.3%	205	18.1%
Advancement/Foundation	34	18	52.9%	2	5.9%
Business And Finance	83	59	71.1%	16	19.3%
Enrollment Services	110	95	86.4%	29	26.4%
Info & Communications Technology	66	18	27.3%	8	12.1%
President	328	102	31.1%	75	22.9%
Student Affairs	183	115	62.8%	41	22.4%
<b>TOTAL WORKFORCE</b>	<b>1,934</b>	<b>1,032</b>	<b>53.4%</b>	<b>376</b>	<b>19.4%</b>

### Total Workforce: By Job Group

*See Affirmative Action Plan for definition of job groups.*

*See Total Workforce: By Job Group Chart #7 (attached at the end of this report) for a list of job groups.*

Observations

- 55 job groups as defined by federal regulations; 23 staff groups and 32 faculty groups
- Administrative/Professional groups:
  - 6 for Executive, Managerial and Administrative
  - 6 for Professionals
- Faculty groups:
  - 32 for Faculty
- Support Staff groups:
  - 4 for Clerical/Secretarial
  - 2 for Technicians
  - 1 for Skilled Workers
  - 4 for Service Workers

<b>9/19/08 Workforce</b>	<b>Total</b>	<b>Females</b>	<b>Minorities</b>
Exec, Admin & Managers	642	338	126
		52.6%	19.6%
Faculty	768	371	138
		48.3%	18.0%
Support Staff	524	323	112
		61.6%	21.4%
<b>Total Workforce</b>	<b>1,934</b>	<b>1,032</b>	<b>376</b>
		<b>53.4%</b>	<b>19.4%</b>

- 1,934 employees represent regular, continuing employees. Adjunct faculty and other temporary employees are not included in these totals per federal regulations.
- EMU minority faculty employment rate is slightly above the national average compared to US 4 year public universities, which in 2005 was 17 percent (Source: Chronicle of Higher Education Annual Almanac)
- EMU minority ‘executives, administrators & managers’ employment rate is above the national average compared to US 4 year public universities, which in 2005 was 18 percent (Source: Chronicle of Higher Education Annual Almanac)

Numerical and percentage changes in total workforce from September, 2007 to September, 2008:

<b>Year</b>	<b>Total Workforce</b>	<b>Total Female</b>	<b>Total Minority</b>	<b>Black</b>	<b>Hisp</b>	<b>Asian Amer</b>	<b>Native Amer</b>
Fall 2008	1,934	1,032	376	232	38	97	9
		53.4%	19.4%	11.9%	2.0%	5.0%	0.5%
Fall 2007	1,938	1,038	364	225	34	96	9
		53.6%	18.8%	11.6%	1.8%	4.9%	0.5%
Difference	-4	-6	12	7	4	1	0
		-0.2%	0.6%	0.3%	0.2%	0.1%	0%

The complete Workforce Analysis is available in the Office of Diversity and Affirmative Action. The following observations are taken from the detailed report:

- Seven divisions and 130 departments
- Average department size is 15
- There are 49 departments of average size or larger:
  - the majority of these larger departments employ both females and minorities

<b>Summary of (Current) Affirmative Action Goals: (as of 9/19/08)</b>
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Description of Summary of Affirmative Action Goals Chart #6 headings :

- Job Group # and Name: per federal regulations
- Utilization %: Employed as of September 19, 2008
- Availability %: Placement Goals - Identifies Percentage Goals
- Underutilization:
  - Yes: availability percent for the goal category is greater than the percent employed
  - No: availability percent for the goal category is less than the percent employed
- Difference:
  - If “No” underutilization, difference = 0
  - If “Yes” underutilization, difference is the availability percent minus the utilization percent, multiplied times the total number employed in the job group.

Note: the Availability % represents the Affirmative Action Goal

Availability

Both internal and external availability is measured, as appropriate.

External – Recruitable with Requisite Skills

Availability Analysis data for staff is based on 2000 Census. Occupations were selected that are similar to EMU positions contained in each job group.

Availability Analysis data for faculty is based on degree recipients of doctorates and masters degrees, as appropriate, from United States universities.

Disciplines most closely related to the disciplines of the faculty in each job group are selected. Masters degree recipient data was obtained from the US Department of Education, Digest of Education Statistics for 2004. Doctorate degree recipient data was obtained from the Survey of Earned Doctorates-US Universities: 2004, published by the National Science Foundation.

Internal – Promotions, Transfers, Trainable

Internal “feeder groups” are identified in the Utilization Analysis/Availability Analysis. Internal feeder groups were based on past promotion activities.

Observations:

- 55 job groups
- Four categories for underutilization analysis:
  - Females
  - Blacks
  - Hispanics
  - Other Minorities (Asian Americans & Native Americans)
- 220 possible underutilization categories
- 100 (45%) categories are underutilized

**Underutilization based on 9/19/08 workforce:**

- Females are underutilized in 34 job groups
- Blacks are underutilized in 14 job groups
- Hispanics are underutilized in 30 job groups
- Other minorities (Asian Americans and Native Americans) are underutilized in 22 job groups

Below is a summary of job groups that are underutilized according to the larger EEO categories. The first table presents the numbers of job groups; the second table presents the percentage.

<b>EEO Categories</b>	<b>Total # job groups</b>	<b># Fem job groups underutil</b>	<b># Blk job groups underutil</b>	<b># Hisp job groups underutil</b>	<b># OtherMin job groups Underutil</b>
Exec, Mgr, Admin	6	3	1	6	5
Professional	6	3	2	4	3
Faculty	32	21	5	16	9
Clerical/Secretarial	4	1	2	1	2
Technicians	2	2	1	0	1
Skilled Workers	1	1	1	0	0
Service Workers	4	3	2	3	2
<b>Total underutilization</b>	<b>55</b>	<b>34</b>	<b>14</b>	<b>30</b>	<b>22</b>

<b>EEO Categories</b>	<b>Total # job groups</b>	<b>% Fem job groups underutil</b>	<b>% Blk job groups underutil</b>	<b>% Hisp job groups underutil</b>	<b>% OtherMin job groups' Underutil</b>
Exec, Mgrl, Admin	6	50%	16%	100%	83%
Professional	6	50%	33%	67%	50%
Faculty	32	66%	16%	50%	28%
Clerical/Secretarial	4	25%	50%	25%	50%
Technicians	2	100%	50%	0%	50%
Skilled Workers	1	100%	100%	0%	0%
Service Workers	4	75%	50%	75%	50%
<b>Total underutilization</b>	<b>55</b>	<b>62%</b>	<b>25%</b>	<b>55%</b>	<b>40%</b>

**Progress Toward Goals: (based on Starting Workforce of 9/20/07)**

Definition of Progress Toward Goals: For job groups underutilized at the *beginning of the reporting period, (9/20/07)*, progress toward a goal is achieved when there is: (1) an opportunity to hire or promote within a category with a goal and; (2) a Female, Black, Hispanic or Other Minority (Asian American and/or Native American) has been hired or promoted in that category.

Separate reports are prepared for each goal category (Charts attached at the end of report); some progress was achieved in all categories:

- Females
- Blacks
- Hispanics
- Other Minorities (Asian Americans and Native Americans)

**Observations:**

Females

- 33 of the 55 job groups are underutilized for females
- 29 of the 33 had opportunities last year (hires or promotions)
- Progress was achieved in 23 of the 33 job groups:

JG#	Job Group Name	JG#	Job Group Name
101	Senior Executives	219	Leadership & Counseling Faculty
103	Sr Level Student Serv Admin	220	Special Education Faculty
104	Sr Level Business Admin	226	Accounting & Finance Faculty
105	Operation Leaders	233	LR&T General Library Faculty
200	Lecturers	302	Student Service Professionals
203	Eng Language & Literature Faculty	304	Information Systems Professionals
206	History & Philosophy Faculty	306	Athletic Professionals
207	Music Faculty	501	Media & Graphics Technicians
208	Biology Faculty	502	Computer & Science Technicians
211	Geography & Geology Faculty	703	Custodial Workers
215	Political Science Faculty	704	Food Service Workers
216	Psychology Faculty		

Blacks

- 14 of the 55 job groups are underutilized for Blacks
- All 14 had opportunities last year (hires or promotions)
- Progress was achieved in 8 of the 14 job groups:

JG#	Job Group Name	JG#	Job Group Name
102	Sr Level Academic Admin	403	Clericals Levels 5-9 & Supv
103	Sr Level Student Serv Admin	501	Media & Graphics Technicians
200	Lecturers	702	Maintenance & Grounds Workers
401	Secretaries Levels 5-9 & Supv	703	Custodial Workers

Hispanics

- 30 of the 55 job groups are underutilized for Hispanics
- 28 of the 30 had opportunities last year (hires or promotions)
- Progress was achieved in 2 of the 28 job groups:

JG#	Job Group Name	JG#	Job Group Name
200	Lecturers	301	Academic Professionals

Other Minorities (Asian Americans and Native Americans)

- 22 of the 55 job groups are underutilized for Other Minorities
- 21 of the 22 had opportunities last year (hires or promotions)
- Progress was achieved in 2 of the 22 job groups

JG#	Job Group Name	JG#	Job Group Name
105	Operations Leaders	215	Political Science Faculty

**Employment Activities: 9/20/07 to 9/19/08**

Separate reports are prepared for the different activities:

- Applicants
- New Hires
- Terminations
- Promotions

**Observations: (for period: 9/20/07 to 9/19/08)**

Activity	Females	Minorities
Fall 2007 employed rate	53.6%	18.8%
Fall 2008 employed rate	53.4%	19.4%
Applicant rate (self-identified)* **	51.5%	34.8%
Hire rate*	53.0%	23.5%
Separation rate*	56.0%	16.4%
Promotion rate*	58.0%	20.3%
* For period: 9/20/07 to 9/19/08		
** Applicant self identification rate is 72% of total applicants		

### **Applicant Summary (Chart #10)**

- Total applicants = 10,776
- Total applicants who self-identified = 7,777
- Rate of self-identification = 72%
- Of those self-identified applicants, 51.5% were females
  - Female applicant rate is below their hire rate
- Of those self-identified applicants, 34.8% were minorities
  - Minority applicant rate is above their hire rate

### **New Hire Summary (Chart #10)**

- 136 new hires
- 72 (53%) new hires were female
  - Female hiring rate is nearly equal to their employment rate and below their separation rate
- 32 (23.5%) new hires were minorities
  - Minority hiring rate is above their employment rate and separation rate

### **Separation Summary (Chart #10)**

- 140 separations
- 78 (56%) separations were female
  - Female separation rate was above their hire rate and employment rate
- 23 (16.4%) separations were minorities
  - Minority separation rate was below their hire rate and employment rate

### **Promotion Summary (Chart #10)**

Promotions are defined as follows:

- when an employee bids on and is selected for higher classified position
  - when an employee is promoted to an open position
  - when an employee's level or salary within their job code is changed (except for standard annual increases for all employees)
  - when an employee is reclassified and a salary increase results
- 158 promotions
  - 91 (58%) promotions were female
    - Female promotion rate is above their employment rate
  - 32 (20.3%) promotions were minority
    - Minority promotion rate is above their employment rate

## **Programs, Strategies and Other Diversity Initiatives Started in 2007- 08**

The Office of Diversity and Affirmative Action, with the support of the Offices of Staff and Academic Human Resources, and General Counsel conducted sexual harassment and diversity training for the entire College of Business faculty and staff. Also, use of the online tool "Preventing Sexual Harassment" has been expanded.

The Office of Diversity and Affirmative Action has re-established the University Diversity Council (UDC) and held four meetings this past year. The UDC serves as a broad based advisory group to the President of EMU on issues related to diversity and inclusion in the workplace, the student body, the curriculum, the co-curriculum, and the University community in general. The council is chaired by the Director of the Office of Diversity and Affirmative Action. Dr. Martin joined the group at its November 14, 2008 meeting to share her perspectives on diversity.

A university wide committee was established by the Office of Diversity and Affirmative Action to understand the impact of Proposal 2 and recommend administrative procedures to address short and long terms needs as a result of this new amendment. This committee was restructured recently with new leadership and has updated its plans for the new year.

An outcome of the work done by the Recruitment and Retention subcommittee of the UDC was the creation of an exit interview process. Implementation of a process to conduct exit interviews with departing employees focused on Administrative Professionals. Interviews began in January, 2008. Continued refinement of the process is needed to expand the number of interviews conducted.

### **Problem Areas and Action Plans**

- As openings occur in those departments with few or no minorities or females employed at the technical or professional levels or above, targeted recruitment strategies should be employed that will include efforts to identify qualified minority candidates for specific openings.
- When opportunities arise in underutilized job groups, proactive targeted recruitment for the underutilized group members should be undertaken.
- The on-line application system is now used for the vast majority of open positions. Efforts will continue to have all vacancies posted and applications received via the on-line system. A benefit of using the on-line system is our ability to measure the rate of female and minority applicants; thus determining the effectiveness of our targeted recruitment strategies, and to ensure no disparate treatment is occurring.

- Greater financial resources are needed to expand recruitment and retention efforts.
- Promotion rate for minority faculty is below their rate of employment.
- The Diversity and Affirmative Action Office provides resources and education regarding effective affirmative recruitment and retention activities. This information is distributed and discussed at selection committee meetings. In addition, the Diversity and Affirmative Action website identifies recruiting resources for females and minorities. This information will continue to be updated as new resources are identified.
- The composition of many search and selection committees does not consistently reflect EMU's commitment to diversity and affirmative action.
- The passage of Proposal 2 has impacted the University in ways that have not been fully realized. Initial efforts have begun to review the process for identifying more specific strategies to employ. Implementation of both short and long term strategies to educate EMU's workforce and identify concerns that will ensure that EMU can continue to build upon its commitment to diversity and inclusion are critical.

<b>Recommendations</b>
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- Senior executives, as identified in the Board of Regents Equal Employment Opportunity/Affirmative Action policy, should be evaluated on the basis of their performance in the implementation of the University's equal opportunity and affirmative action policies by their immediate supervisors. This requirement is currently not being met.
- Protocol should be developed and analysis of promotions should be studied to ensure equal opportunity. A system of identifying minorities and women who are promotable, transferable, and trainable should be implemented. This goal was also recommended in 2004 and 2007.
- A protocol on interim appointments should be created to ensure equal opportunity is afforded to all employees. This is a critical area of focus.
- Efforts should be initiated to provide diversity training to all employees. Additionally, all employees should be required to take the University's online sexual harassment training.

- Establish relationships with the Hispanic, Asian and Native American communities to inform those populations of employment opportunities at EMU and outreach to increase the student enrollment potential of these populations.
- Employees should have required training to ensure illegal discrimination or bias does not occur in the recruiting, screening, selection, promotion, or termination of employees.
- Administrators should be required to make a good faith effort to ensure that the composition of search or screening committees reflect the University's commitment to diversity.
- The administrator of each unit, where underutilization of women and minorities exists, should be informed of the affirmative actions goals prior to a hiring decision being made. When serious consideration to hiring an internal candidate is planned, senior level administrative approval should be obtained. Adherence and support of diverse hiring practices should be formally included in the evaluations of all administrators.
- The Office of Diversity and Affirmative Action in cooperation with Staff Human Resources, the Office of Academic Human Resources, and with support from the Office of Institutional Research and Information Management should develop a system to periodically review the compensation and reward systems to determine whether there is gender, race, or ethnicity based disparities. This recommendation is especially critical considering the recent passage of legislation (Lilly Ledbetter Fair Pay Act) that will extend the statute of limitations for individuals, and those "affected" by an act of pay discrimination, to file claims.
- Further research is needed to investigate applicant pools and determine if they are adequate in terms of number of people who apply, their race and ethnicity and the rate of selection based on race and gender. This data will be critical to determining the effectiveness of the current recruitment process and if additional resources may be needed to enhance the recruitment process.

# Eastern Michigan University

## # 2 - Workforce Analysis: By Division

Printed: 01/28/2009

Workforce: 09/19/2008

Division	Total	Females		Minorities		Males					Females				
		Total #	Total %	Total #	Total %	WM	BM	AM	NA	HM	WF	BF	AF	NA	HF
Academic Affairs	1,130	625	55.3%	205	18.1%	413	34	47	2	9	512	65	35	4	9
Advancement/Foundation	34	18	52.9%	2	5.9%	15	1	0	0	0	17	1	0	0	0
Business And Finance	83	59	71.1%	16	19.3%	21	2	0	0	1	46	10	2	0	1
Enrollment Services	110	95	86.4%	29	26.4%	11	3	0	0	1	70	17	5	0	3
Info & Communications Technology	66	18	27.3%	8	12.1%	42	4	2	0	0	16	1	1	0	0
President	328	102	31.1%	75	22.9%	173	43	3	2	5	80	19	1	1	1
Student Affairs	183	115	62.8%	41	22.4%	48	16	0	0	4	94	16	1	0	4
<b>Totals</b>	<b>1,934</b>	<b>1,032</b>	<b>53.4%</b>	<b>376</b>	<b>19.4%</b>	<b>723</b>	<b>103</b>	<b>52</b>	<b>4</b>	<b>20</b>	<b>835</b>	<b>129</b>	<b>45</b>	<b>5</b>	<b>18</b>
						<b>37.4%</b>	<b>5.3%</b>	<b>2.7%</b>	<b>0.2%</b>	<b>1.0%</b>	<b>43.2%</b>	<b>6.7%</b>	<b>2.3%</b>	<b>0.3%</b>	<b>0.9%</b>

# Eastern Michigan University

## # 7 - Total Workforce Summary

Printed: 01/28/2009

Workforce: 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Males					Females				
			Total #	Total %	Total #	Total %	WM	BM	AM	NA	HM	WF	BF	AF	NA	HF
101	Senior Executives	20	7	35.0%	5	25.0%	9	4	0	0	0	6	0	1	0	0
102	Sr Level Academic Admin	60	36	60.0%	9	15.0%	19	2	2	0	1	32	2	1	0	1
103	Sr Level Student Serv Admin	33	18	54.5%	8	24.2%	12	2	0	0	1	13	4	1	0	0
104	Sr Level Business Admin	44	13	29.5%	4	9.1%	29	2	0	0	0	11	2	0	0	0
105	Operations Leaders	74	30	40.5%	12	16.2%	38	4	0	0	2	24	4	1	0	1
106	Academic & Student Leaders	16	13	81.3%	2	12.5%	3	0	0	0	0	11	2	0	0	0
200	Lecturers	89	50	56.2%	6	6.7%	37	0	1	0	1	46	1	1	1	1
201	African-American Studies Faculty	4	0	0.0%	4	100.0%	0	4	0	0	0	0	0	0	0	0
202	Communication & Theatre Arts Faculty	29	14	48.3%	5	17.2%	12	1	1	1	0	12	2	0	0	0
203	English Language & Literature Faculty	51	27	52.9%	4	7.8%	23	0	0	0	1	24	2	0	0	1
204	Foreign Languages & Bilingual Faculty	21	12	57.1%	5	23.8%	8	0	0	0	1	8	0	4	0	0
205	Arts Faculty	25	13	52.0%	2	8.0%	11	1	0	0	0	12	0	1	0	0
206	History & Philosophy Faculty	25	5	20.0%	1	4.0%	19	1	0	0	0	5	0	0	0	0
207	Music & Dance Faculty	27	11	40.7%	1	3.7%	16	0	0	0	0	10	1	0	0	0
208	Biology Faculty	18	4	22.2%	0	0.0%	14	0	0	0	0	4	0	0	0	0
209	Chemistry Faculty	20	8	40.0%	3	15.0%	10	0	1	0	1	7	0	1	0	0
210	Computer Science Faculty	15	5	33.3%	6	40.0%	6	1	3	0	0	3	0	2	0	0
211	Geography & Geology Faculty	17	5	29.4%	3	17.6%	10	1	1	0	0	4	0	1	0	0
212	Mathematics Faculty	26	11	42.3%	7	26.9%	11	0	4	0	0	8	0	3	0	0
213	Physics & Astronomy Faculty	10	3	30.0%	2	20.0%	5	0	2	0	0	3	0	0	0	0
214	Economics Faculty	11	2	18.2%	1	9.1%	8	0	1	0	0	2	0	0	0	0
215	Political Science Faculty	16	4	25.0%	2	12.5%	11	1	0	0	0	3	0	1	0	0
216	Psychology Faculty	21	11	52.4%	1	4.8%	9	1	0	0	0	11	0	0	0	0
217	Sociology, Anthro, & Criminology Fac	18	8	44.4%	4	22.2%	8	0	2	0	0	6	0	0	0	2
218	School Health Prom & Human Performance	21	8	38.1%	4	19.0%	10	1	0	0	2	7	1	0	0	0
219	Leadership & Counseling Faculty	19	11	57.9%	3	15.8%	8	0	0	0	0	8	2	1	0	0
220	Special Education Faculty	27	19	70.4%	5	18.5%	8	0	0	0	0	14	2	3	0	0
221	Teacher Education Faculty	47	37	78.7%	13	27.7%	9	1	0	0	0	25	9	0	2	1
222	School of Health Professions Faculty	19	13	68.4%	2	10.5%	6	0	0	0	0	11	0	2	0	0
224	School of Nursing Faculty	20	18	90.0%	5	25.0%	2	0	0	0	0	13	3	2	0	0
225	School of Social Work Faculty	18	15	83.3%	6	33.3%	2	1	0	0	0	10	4	0	0	1
226	Accounting & Finance Faculty	23	7	30.4%	7	30.4%	11	2	3	0	0	5	0	2	0	0
227	Computer Information Systems Faculty	13	1	7.7%	7	53.8%	5	0	6	0	1	1	0	0	0	0
228	Management Faculty	20	9	45.0%	6	30.0%	7	1	3	0	0	7	1	1	0	0

# Eastern Michigan University

## # 7 - Total Workforce Summary

Printed: 01/28/2009

Workforce: 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Males					Females				
			Total #	Total %	Total #	Total %	WM	BM	AM	NA	HM	WF	BF	AF	NA	HF
229	Marketing Faculty	16	9	56.3%	5	31.3%	5	0	2	0	0	6	2	1	0	0
231	School of Engineering Technology Faculty	27	4	14.8%	12	44.4%	12	2	8	1	0	3	0	1	0	0
232	School of Technology Studies Faculty	31	12	38.7%	5	16.1%	15	1	3	0	0	11	1	0	0	0
233	Library Faculty	24	15	62.5%	1	4.2%	9	0	0	0	0	14	1	0	0	0
301	Academic Professionals	91	67	73.6%	19	20.9%	17	3	2	0	2	55	10	2	0	0
302	Student Service Professionals	70	46	65.7%	18	25.7%	18	6	0	0	0	34	10	1	0	1
303	Operations & Admin Professionals	99	67	67.7%	21	21.2%	24	5	1	0	2	54	8	3	0	2
304	Information Systems Professionals	78	23	29.5%	14	17.9%	47	5	3	0	0	17	0	6	0	0
305	Health Professionals	8	7	87.5%	2	25.0%	0	0	0	0	1	6	0	0	0	1
306	Athletic Professionals	49	11	22.4%	12	24.5%	29	8	1	0	0	8	3	0	0	0
401	Secretaries Levels 5-9	99	98	99.0%	16	16.2%	1	0	0	0	0	82	13	0	2	1
402	Secretaries Levels 3-4	29	27	93.1%	6	20.7%	2	0	0	0	0	21	6	0	0	0
403	Clericals Levels 5-9	137	127	92.7%	25	18.2%	9	1	0	0	0	103	19	2	0	3
404	Clericals Levels 3-4	13	7	53.8%	4	30.8%	2	3	0	0	1	7	0	0	0	0
501	Media & Graphics Technicians	11	2	18.2%	1	9.1%	9	0	0	0	0	1	1	0	0	0
502	Computer & Science Technicians	13	7	53.8%	3	23.1%	4	2	0	0	0	6	0	0	0	1
601	Skilled Workers	38	0	0.0%	2	5.3%	36	0	0	1	1	0	0	0	0	0
701	Police & Security Officers	22	7	31.8%	7	31.8%	10	4	0	0	1	5	2	0	0	0
702	Maintenance & Grounds Workers	36	3	8.3%	6	16.7%	28	5	0	0	0	2	1	0	0	0
703	Custodial Workers	104	34	32.7%	36	34.6%	41	25	2	1	1	27	6	0	0	1
704	Food Service Workers	22	11	50.0%	6	27.3%	9	2	0	0	0	7	4	0	0	0
<b>Total Workforce</b>		<b>1,934</b>	<b>1,032</b>	<b>53.4%</b>	<b>376</b>	<b>19.4%</b>	<b>723</b>	<b>103</b>	<b>52</b>	<b>4</b>	<b>20</b>	<b>835</b>	<b>129</b>	<b>45</b>	<b>5</b>	<b>18</b>
							<b>37.4%</b>	<b>5.3%</b>	<b>2.7%</b>	<b>0.2%</b>	<b>1.0%</b>	<b>43.2%</b>	<b>6.7%</b>	<b>2.3%</b>	<b>0.3%</b>	<b>0.9%</b>

# Eastern Michigan University

## # 6 - Summary of Affirmative Action Goals

Printed: 01/28/2009

Workforce: 09/19/2008

Job Grp #	Job Group Name	Total Employees	Utilization %				Availability %				Under Utilized				Differences			
			Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins
101	Senior Executives	20	35.0%	20.0%	0.0%	5.0%	37.6%	6.3%	4.5%	4.6%	YES	NO	YES	NO	1	0	1	0
102	Sr Level Academic Admin	60	60.0%	6.7%	3.3%	5.0%	52.4%	8.5%	4.8%	7.3%	NO	YES	YES	YES	0	1	1	1
103	Sr Level Student Serv Admin	33	54.5%	18.2%	3.0%	3.0%	59.4%	15.8%	4.9%	4.8%	YES	NO	YES	YES	2	0	1	1
104	Sr Level Business Admin	44	29.5%	9.1%	0.0%	0.0%	50.2%	8.2%	6.3%	5.9%	YES	NO	YES	YES	9	0	3	3
105	Operations Leaders	74	40.5%	10.8%	4.1%	1.4%	38.0%	6.9%	6.0%	4.8%	NO	NO	YES	YES	0	0	1	3
106	Academic & Student Leaders	16	81.3%	12.5%	0.0%	0.0%	62.7%	10.8%	6.0%	5.8%	NO	NO	YES	YES	0	0	1	1
200	Lecturers	89	56.2%	1.1%	2.2%	3.4%	58.8%	8.6%	4.9%	5.9%	YES	YES	YES	YES	2	7	2	2
201	African-American Studies Faculty	4	0.0%	100.0%	0.0%	0.0%	49.8%	6.6%	3.5%	3.6%	YES	NO	NO	NO	2	0	0	0
202	Communication & Theatre Arts Faculty	29	48.3%	10.3%	0.0%	6.9%	63.3%	7.0%	3.2%	4.0%	YES	NO	YES	NO	4	0	1	0
203	English Language & Literature Faculty	51	52.9%	3.9%	3.9%	0.0%	61.8%	2.8%	2.2%	3.3%	YES	NO	NO	YES	5	0	0	2
204	Foreign Languages & Bilingual Faculty	21	57.1%	0.0%	4.8%	19.0%	64.2%	2.2%	16.8%	1.5%	YES	NO	YES	NO	1	0	3	0
205	Arts Faculty	25	52.0%	4.0%	0.0%	4.0%	64.5%	3.5%	3.7%	5.6%	YES	NO	YES	NO	3	0	1	0
206	History & Philosophy Faculty	25	20.0%	4.0%	0.0%	0.0%	38.8%	4.3%	3.0%	3.2%	YES	NO	YES	YES	5	0	1	1
207	Music & Dance Faculty	27	40.7%	3.7%	0.0%	0.0%	47.4%	1.8%	2.3%	6.6%	YES	NO	YES	YES	2	0	1	2
208	Biology Faculty	18	22.2%	0.0%	0.0%	0.0%	46.3%	2.5%	3.2%	8.5%	YES	NO	YES	YES	4	0	1	2
209	Chemistry Faculty	20	40.0%	0.0%	5.0%	10.0%	31.7%	2.3%	2.2%	5.7%	NO	NO	NO	NO	0	0	0	0
210	Computer Science Faculty	15	33.3%	6.7%	0.0%	33.3%	20.5%	1.8%	1.4%	7.8%	NO	NO	NO	NO	0	0	0	0
211	Geography & Geology Faculty	17	29.4%	5.9%	0.0%	11.8%	36.6%	1.4%	2.0%	2.1%	YES	NO	NO	NO	1	0	0	0
212	Mathematics Faculty	26	42.3%	0.0%	0.0%	26.9%	30.9%	1.5%	2.7%	4.6%	NO	NO	YES	NO	0	0	1	0
213	Physics & Astronomy Faculty	10	30.0%	0.0%	0.0%	20.0%	17.0%	1.0%	1.4%	3.9%	NO	NO	NO	NO	0	0	0	0
214	Economics Faculty	11	18.2%	0.0%	0.0%	9.1%	29.6%	2.0%	1.1%	4.1%	YES	NO	NO	NO	1	0	0	0
215	Political Science Faculty	16	25.0%	6.3%	0.0%	6.3%	35.4%	6.0%	2.9%	4.7%	YES	NO	NO	NO	2	0	0	0
216	Psychology Faculty	21	52.4%	4.8%	0.0%	0.0%	67.3%	6.1%	5.1%	5.0%	YES	NO	YES	YES	3	0	1	1
217	Sociology, Anthro, & Criminology Fac	18	44.4%	0.0%	11.1%	11.1%	56.9%	4.6%	5.4%	4.8%	YES	YES	NO	NO	2	1	0	0
218	School Health Prom & Human Performance Fac	21	38.1%	9.5%	9.5%	0.0%	49.5%	7.0%	3.1%	3.0%	YES	NO	NO	YES	2	0	0	1
219	Leadership & Counseling Faculty	19	57.9%	10.5%	0.0%	5.3%	65.7%	11.9%	4.1%	3.0%	YES	NO	YES	NO	1	0	1	0
220	Special Education Faculty	27	70.4%	7.4%	0.0%	11.1%	85.4%	6.6%	3.1%	3.5%	YES	NO	YES	NO	4	0	1	0
221	Teacher Education Faculty	47	78.7%	21.3%	2.1%	4.3%	73.6%	13.8%	4.1%	1.9%	NO	NO	YES	NO	0	0	1	0
222	School of Health Professions Faculty	19	68.4%	0.0%	0.0%	10.5%	67.9%	9.1%	3.0%	7.1%	NO	YES	YES	NO	0	2	1	0
224	School of Nursing Faculty	20	90.0%	15.0%	0.0%	10.0%	95.5%	5.9%	2.7%	3.0%	YES	NO	YES	NO	1	0	1	0
225	School of Social Work Faculty	18	83.3%	27.8%	5.6%	0.0%	72.4%	14.1%	3.3%	4.6%	NO	NO	NO	YES	0	0	0	1
226	Accounting & Finance Faculty	23	30.4%	8.7%	0.0%	21.7%	35.9%	8.4%	3.8%	6.1%	YES	NO	YES	NO	1	0	1	0
227	Computer Information Systems Faculty	13	7.7%	0.0%	7.7%	46.2%	27.2%	5.9%	3.0%	5.9%	YES	YES	NO	NO	3	1	0	0
228	Management Faculty	20	45.0%	10.0%	0.0%	20.0%	39.0%	6.8%	2.4%	4.3%	NO	NO	NO	NO	0	0	0	0
229	Marketing Faculty	16	56.3%	12.5%	0.0%	18.8%	37.3%	3.0%	3.7%	5.2%	NO	NO	YES	NO	0	0	1	0
231	School of Engineering Technology Faculty	27	14.8%	7.4%	0.0%	37.0%	14.9%	1.6%	1.2%	5.9%	NO	NO	NO	NO	0	0	0	0
232	School of Technology Studies Faculty	31	38.7%	6.5%	0.0%	9.7%	18.3%	2.1%	1.4%	5.6%	NO	NO	NO	NO	0	0	0	0
233	Library Faculty	24	62.5%	4.2%	0.0%	0.0%	82.6%	13.0%	0.0%	4.3%	YES	YES	NO	YES	5	2	0	1
301	Academic Professionals	91	73.6%	14.3%	2.2%	4.4%	66.9%	13.9%	7.4%	4.6%	NO	NO	YES	NO	0	0	5	0

# Eastern Michigan University

## # 6 - Summary of Affirmative Action Goals

Printed: 01/28/2009

Workforce: 09/19/2008

Job Grp #	Job Group Name	Total Employees	Utilization %				Availability %				Under Utilized				Differences			
			Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins	Fem	Black	Hisp	Other Mins
302	Student Service Professionals	70	65.7%	22.9%	1.4%	1.4%	77.0%	15.7%	10.1%	4.7%	YES	NO	YES	YES	8	0	6	2
303	Operations & Admin Professionals	99	67.7%	13.1%	4.0%	4.0%	56.0%	13.0%	2.0%	3.6%	NO	NO	NO	NO	0	0	0	0
304	Information Systems Professionals	78	29.5%	6.4%	0.0%	11.5%	31.7%	7.6%	1.4%	9.3%	YES	YES	YES	NO	2	1	1	0
305	Health Professionals	8	87.5%	0.0%	25.0%	0.0%	88.8%	13.8%	1.4%	6.4%	NO	YES	NO	YES	0	1	0	1
306	Athletic Professionals	49	22.4%	22.4%	0.0%	2.0%	38.0%	12.1%	1.7%	3.5%	YES	NO	YES	YES	8	0	1	1
401	Secretaries Levels 5-9	99	99.0%	13.1%	1.0%	2.0%	77.4%	16.2%	1.1%	1.9%	NO	YES	NO	NO	0	3	0	0
402	Secretaries Levels 3-4	29	93.1%	20.7%	0.0%	0.0%	94.5%	16.1%	1.7%	2.2%	NO	NO	NO	YES	0	0	0	1
403	Clericals Levels 5-9	137	92.7%	14.6%	2.2%	1.5%	59.8%	16.1%	2.8%	2.4%	NO	YES	YES	YES	0	2	1	1
404	Clericals Levels 3-4	13	53.8%	23.1%	7.7%	0.0%	82.9%	23.0%	2.1%	3.0%	YES	NO	NO	NO	4	0	0	0
501	Media & Graphics Technicians	11	18.2%	9.1%	0.0%	0.0%	26.1%	16.7%	1.9%	1.6%	YES	YES	NO	NO	1	1	0	0
502	Computer & Science Technicians	13	53.8%	15.4%	7.7%	0.0%	66.1%	16.9%	2.3%	7.6%	YES	NO	NO	YES	2	0	0	1
601	Skilled Workers	38	0.0%	0.0%	2.6%	2.6%	2.7%	7.5%	2.8%	2.4%	YES	YES	NO	NO	1	3	0	0
701	Police & Security Officers	22	31.8%	27.3%	4.5%	0.0%	25.5%	37.2%	2.3%	1.9%	NO	YES	NO	NO	0	2	0	0
702	Maintenance & Grounds Workers	36	8.3%	16.7%	0.0%	0.0%	10.5%	17.6%	6.8%	2.3%	YES	NO	YES	YES	1	0	2	1
703	Custodial Workers	104	32.7%	29.8%	1.9%	2.9%	34.6%	31.5%	2.9%	3.0%	YES	YES	YES	NO	2	2	1	0
704	Food Service Workers	22	50.0%	27.3%	0.0%	0.0%	59.7%	19.8%	3.9%	5.0%	YES	NO	YES	YES	2	0	1	1
<b>Total</b>		<b>1,934</b>	<b>53.4%</b>	<b>12.0%</b>	<b>2.0%</b>	<b>5.5%</b>												

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Females**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
Progress "+" - Placement occurred but below % goal  
Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Females						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
101	Senior Executives	22	2	2	4	37.8%	Yes	2	1	3	75.0%	X	
102	Sr Level Academic Admin	57	4	15	19	52.4%		2	10	12	63.2%		
103	Sr Level Student Serv Admin	37	1	4	5	59.7%	Yes	1	3	4	80.0%	X	
104	Sr Level Business Admin	42	6	2	8	49.8%	Yes	1	1	2	25.0%	+	
105	Operations Leaders	53	6	8	14	38.0%	Yes	2	2	4	28.6%	+	
106	Academic Leaders	28		1	1	62.7%			1	1	100.0%		
200	Lecturers	100	4	7	11	58.8%	Yes	3	6	9	81.8%	X	
201	Afro-American Studies Faculty	4				49.8%	Yes				0.0%	no opportunities	
202	Communication & Theatre Faculty	29	1		1	63.3%	Yes	0		0	0.0%		X
203	Eng Language & Literature Faculty	51	1	3	4	61.8%	Yes	1	2	3	75.0%	X	
204	Foreign Languages & Bilingual Faculty	20	1		1	64.2%	Yes	0		0	0.0%		X
205	Fine Arts Faculty	28				64.5%	Yes				0.0%	no opportunities	
206	History & Philosophy Faculty	26	1	2	3	38.8%	Yes	0	1	1	33.3%	+	
207	Music Faculty	30	1	1	2	47.4%	Yes	1	0	1	50.0%	X	
208	Biology Faculty	19		1	1	46.3%	Yes		1	1	100.0%	X	
209	Chemistry Faculty	20				31.7%					0.0%		
210	Computer Science Faculty	12				20.5%					0.0%		
211	Geography & Geology Faculty	15	2	1	3	36.6%	Yes	1	0	1	33.3%	+	
212	Mathematics Faculty	23		1	1	30.9%			1	1	100.0%		
213	Physics & Astronomy Faculty	11		1	1	17.0%			0	0	0.0%		
214	Economics Faculty	11				29.6%	Yes				0.0%	no opportunities	
215	Political Science Faculty	15	1	1	2	35.4%	Yes	1	0	1	50.0%	X	
216	Psychology Faculty	22		3	3	67.3%	Yes		3	3	100.0%	X	
217	Sociology Faculty	20		1	1	56.9%	Yes		0	0	0.0%		X
218	School Hlth Promo & Human Performance	21				49.5%					0.0%		
219	Leadership & Counseling Faculty	17	2		2	65.7%	Yes	1		1	50.0%	+	
220	Special Education Faculty	25	2	2	4	85.4%	Yes	2	1	3	75.0%	+	
221	Teacher Education Faculty	48	1	1	2	73.6%		0	0	0	0.0%		
222	School of Health Sciences	18	2	2	4	67.9%		2	2	4	100.0%		
224	Nursing Education Faculty	20	2	1	3	95.5%		1	1	2	66.7%		
225	Social Work Faculty	17		1	1	72.4%			1	1	100.0%		
226	Accounting & Finance Faculty	25	1	1	2	35.9%	Yes	1	1	2	100.0%	X	
227	Computer Info Systems Faculty	16	1		1	27.2%	Yes	0		0	0.0%		X
228	Management Faculty	21		2	2	39.0%			1	1	50.0%		

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Females**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
 Progress "+" - Placement occurred but below % goal  
 Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Females						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
229	Marketing Faculty	22	1		1	37.3%		1		1	100.0%		
231	School of Engineering	27	1	1	2	14.9%		0	0	0	0.0%		
232	School of Technology Studies	32		1	1	18.3%			0	0	0.0%		
233	LR&T General Library Faculty	24	1	2	3	82.6%	Yes	0	1	1	33.3%	+	
301	Academic Professionals	93	4	12	16	66.9%		3	8	11	68.8%		
302	Student Service Professionals	75	12	10	22	77.0%	Yes	8	8	16	72.7%	+	
303	Operations & Admin Professionals	85	12	25	37	56.0%		10	13	23	62.2%		
304	Information Systems Professionals	71	11	7	18	31.7%	Yes	2	1	3	16.7%	+	
305	Health Professionals	9	2		2	88.8%		2		2	100.0%		
306	Athletic Professionals	51	11	1	12	38.0%	Yes	1	0	1	8.3%	+	
401	Secretaries Levels 5-9 & Supv	102	7	12	19	78.6%		6	12	18	94.7%		
402	Secretaries Levels 3-4	30	4	1	5	94.5%		3	1	4	80.0%		
403	Clericals Levels 5-9 & Supv	139	7	5	12	62.4%		6	5	11	91.7%		
404	Clericals Levels 3-4	14				82.9%	Yes				0.0%	no opportunities	
501	Media & Graphics Technicians	11	1	4	5	26.1%	Yes	1	1	2	40.0%	X	
502	Computer & Science Technicians	12	2		2	66.1%	Yes	2		2	100.0%	X	
601	Skilled Trades	37	4	4	8	2.7%	Yes	0	0	0	0.0%		X
701	Police & Security Officers	20	4		4	25.5%		1		1	25.0%		
702	Maintenance & Grounds Workers	37		4	4	10.5%	Yes		0	0	0.0%		X
703	Custodial Workers	102	9	1	10	34.6%	Yes	3	1	4	40.0%	X	
704	Food Service Workers	22	1	4	5	59.7%	Yes	1	1	2	40.0%	+	
<b>Totals</b>		<b>1938</b>	<b>136</b>	<b>158</b>	<b>294</b>	<b># Groups Underutilized</b>	<b>33</b>	<b>72</b>	<b>91</b>	<b>163</b>	<b>55.4%</b>		
<b>Rate of Activities</b>			<b>7.0%</b>	<b>8.2%</b>	<b>15.2%</b>								

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Black/African American**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
Progress "+" - Placement occurred but below % goal  
Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Blacks						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
101	Senior Executives	22	2	2	4	6.0%		0	0	0	0.0%		
102	Sr Level Academic Admin	57	4	15	19	8.6%	Yes	1	1	2	10.5%	X	
103	Sr Level Student Serv Admin	37	1	4	5	14.9%	Yes	1	0	1	20.0%	X	
104	Sr Level Business Admin	42	6	2	8	8.1%		1	1	2	25.0%		
105	Operations Leaders	53	6	8	14	6.9%		1	1	2	14.3%		
106	Academic Leaders	28		1	1	10.8%			1	1	100.0%		
200	Lecturers	100	4	7	11	8.6%	Yes	0	1	1	9.1%	X	
201	Afro-American Studies Faculty	4				6.6%							
202	Communication & Theatre Faculty	29	1		1	7.0%		0		0	0.0%		
203	Eng Language & Literature Faculty	51	1	3	4	2.8%		0	0	0	0.0%		
204	Foreign Languages & Bilingual Faculty	20	1		1	2.2%		0		0	0.0%		
205	Fine Arts Faculty	28				3.5%				0	0.0%		
206	History & Philosophy Faculty	26	1	2	3	4.3%		0	0	0	0.0%		
207	Music Faculty	30	1	1	2	1.8%		0	0	0	0.0%		
208	Biology Faculty	19		1	1	2.5%			0	0	0.0%		
209	Chemistry Faculty	20				2.3%							
210	Computer Science Faculty	12				1.8%							
211	Geography & Geology Faculty	15	2	1	3	1.4%		0	0	0	0.0%		
212	Mathematics Faculty	23		1	1	1.5%			0	0	0.0%		
213	Physics & Astronomy Faculty	11		1	1	1.0%			0	0	0.0%		
214	Economics Faculty	11				2.0%							
215	Political Science Faculty	15	1	1	2	6.0%		0	0	0	0.0%		
216	Psychology Faculty	22		3	3	6.1%			0	0	0.0%		
217	Sociology Faculty	20		1	1	4.6%			0	0	0.0%		
218	School Hlth Promo & Human Performance	21				7.0%							
219	Leadership & Counseling Faculty	17	2		2	11.9%		0		0	0.0%		
220	Special Education Faculty	25	2	2	4	6.6%		0	0	0	0.0%		
221	Teacher Education Faculty	48	1	1	2	13.8%		0	0	0	0.0%		
222	School of Health Sciences	18	2	2	4	9.1%	Yes	0	0	0	0.0%		X
224	Nursing Education Faculty	20	2	1	3	5.9%		0	0	0	0.0%		
225	Social Work Faculty	17		1	1	14.1%			0	0	0.0%		
226	Accounting & Finance Faculty	25	1	1	2	8.4%		0	0	0	0.0%		
227	Computer Info Systems Faculty	16	1		1	5.9%	Yes	0		0	0.0%		X
228	Management Faculty	21		2	2	6.8%			0	0	0.0%		

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Black/African American**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
Progress "+" - Placement occurred but below % goal  
Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Blacks						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
229	Marketing Faculty	22	1		1	3.0%		0		0	0.0%		
231	School of Engineering	27	1	1	2	1.6%		0	0	0	0.0%		
232	School of Technology Studies	32		1	1	2.1%			0	0	0.0%		
233	LR&T General Library Faculty	24	1	2	3	13.0%	Yes	0	0	0	0.0%		X
301	Academic Professionals	93	4	12	16	13.9%		0	4	4	25.0%		
302	Student Service Professionals	75	12	10	22	15.7%		4	0	4	18.2%		
303	Operations & Admin Professionals	85	12	25	37	13.0%		0	5	5	13.5%		
304	Information Systems Professionals	71	11	7	18	7.6%	Yes	0	0	0	0.0%		X
305	Health Professionals	9	2		2	13.8%	Yes	0		0	0.0%		X
306	Athletic Professionals	51	11	1	12	12.1%		1	0	1	8.3%		
401	Secretaries Levels 5-9 & Supv	102	7	12	19	18.0%	Yes	3	2	5	26.3%	X	
402	Secretaries Levels 3-4	30	4	1	5	16.1%		0	0	0	0.0%		
403	Clericals Levels 5-9 & Supv	139	7	5	12	17.7%	Yes	3	2	5	41.7%	X	
404	Clericals Levels 3-4	14				23.0%							
501	Media & Graphics Technicians	11	1	4	5	16.7%	Yes	1	1	2	40.0%	X	
502	Computer & Science Technicians	12	2		2	16.9%		0		0	0.0%		
601	Skilled Trades	37	4	4	8	7.5%	Yes	0	0	0	0.0%		X
701	Police & Security Officers	20	4		4	37.2%	Yes	0		0	0.0%		X
702	Maintenance & Grounds Workers	37		4	4	17.6%	Yes		1	1	25.0%	X	
703	Custodial Workers	102	9	1	10	31.5%	Yes	6	0	6	60.0%	X	
704	Food Service Workers	22	1	4	5	19.8%		0	0	0	0.0%		
	<b>Totals</b>	<b>1938</b>	<b>136</b>	<b>158</b>	<b>294</b>	<b># Groups Underutilized</b>	<b>15</b>	<b>22</b>	<b>20</b>	<b>42</b>	<b>14.3%</b>		
	<b>Rate of Activities</b>		<b>7.0%</b>	<b>8.2%</b>	<b>15.2%</b>								

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Hispanics**  
**Date Range: 9/19/07 to 9/19/08**

Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal

Progress "+" - Placement occurred but below % goal

Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Hispanics						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
101	Senior Executives	22	2	2	4	4.5%	Yes	0	0	0	0.0%		X
102	Sr Level Academic Admin	57	4	15	19	4.7%	Yes	0	0	0	0.0%		X
103	Sr Level Student Serv Admin	37	1	4	5	5.3%	Yes	0	0	0	0.0%		X
104	Sr Level Business Admin	42	6	2	8	6.2%	Yes	0	0	0	0.0%		X
105	Operations Leaders	53	6	8	14	6.0%	Yes	0	0	0	0.0%		X
106	Academic Leaders	28		1	1	6.0%	Yes		0	0	0.0%		X
200	Lecturers	100	4	7	11	4.9%	Yes	1	0	1	9.1%	X	
201	Afro-American Studies Faculty	4				3.5%							
202	Communication & Theatre Faculty	29	1		1	3.2%	Yes	0		0	0.0%		X
203	Eng Language & Literature Faculty	51	1	3	4	2.2%		0	0	0	0.0%		
204	Foreign Languages & Bilingual Faculty	20	1		1	16.8%	Yes	0		0	0.0%		X
205	Fine Arts Faculty	28				3.7%	Yes					No opportunities	
206	History & Philosophy Faculty	26	1	2	3	3.0%	Yes	0	0	0	0.0%		X
207	Music Faculty	30	1	1	2	2.3%	Yes	0	0	0	0.0%		X
208	Biology Faculty	19		1	1	3.2%	Yes		0	0	0.0%		X
209	Chemistry Faculty	20				2.2%							
210	Computer Science Faculty	12				1.4%							
211	Geography & Geology Faculty	15	2	1	3	2.0%		0	0	0	0.0%		
212	Mathematics Faculty	23		1	1	2.7%	Yes		0	0	0.0%		X
213	Physics & Astronomy Faculty	11		1	1	1.4%			0	0	0.0%		
214	Economics Faculty	11				1.1%							
215	Political Science Faculty	15	1	1	2	2.9%		0	0	0	0.0%		
216	Psychology Faculty	22		3	3	5.1%	Yes		0	0	0.0%		X
217	Sociology Faculty	20		1	1	5.4%			0	0	0.0%		
218	School Hlth Promo & Human Performance	21				3.1%							
219	Leadership & Counseling Faculty	17	2		2	4.1%	Yes	0		0	0.0%		X
220	Special Education Faculty	25	2	2	4	3.1%	Yes	0	0	0	0.0%		X
221	Teacher Education Faculty	48	1	1	2	4.1%	Yes	0	0	0	0.0%		X
222	School of Health Sciences	18	2	2	4	3.0%	Yes	0	0	0	0.0%		X
224	Nursing Education Faculty	20	2	1	3	2.7%	Yes	0	0	0	0.0%		X
225	Social Work Faculty	17		1	1	3.3%			0	0	0.0%		
226	Accounting & Finance Faculty	25	1	1	2	3.8%	Yes	0	0	0	0.0%		X
227	Computer Info Systems Faculty	16	1		1	3.0%		0	0	0	0.0%		
228	Management Faculty	21		2	2	2.4%	Yes		0	0	0.0%		X

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Hispanics**  
**Date Range: 9/19/07 to 9/19/08**

Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
 Progress "+" - Placement occurred but below % goal  
 Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Hispanics					If Underutilized		
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
229	Marketing Faculty	22	1		1	3.7%	Yes	0		0	0.0%		X
231	School of Engineering	27	1	1	2	1.2%		0	0	0	0.0%		
232	School of Technology Studies	32		1	1	1.4%			0	0	0.0%		
233	LR&T General Library Faculty	24	1	2	3	0.0%		0	0	0	0.0%		
301	Academic Professionals	93	4	12	16	7.4%	Yes	0	1	1	6.3%	+	
302	Student Service Professionals	75	12	10	22	10.1%	Yes	0	0	0	0.0%		X
303	Operations & Admin Professionals	85	12	25	37	2.0%		1	3	4	10.8%		
304	Information Systems Professionals	71	11	7	18	1.4%	Yes	0	0	0	0.0%		X
305	Health Professionals	9	2		2	1.4%		0		0	0.0%		
306	Athletic Professionals	51	11	1	12	1.7%	Yes	0	0	0	0.0%		X
401	Secretaries Levels 5-9 & Supv	102	7	12	19	1.1%		0	0	0	0.0%		
402	Secretaries Levels 3-4	30	4	1	5	1.7%	Yes	0	0	0	0.0%		X
403	Clericals Levels 5-9 & Supv	139	7	5	12	2.8%	Yes	0	0	0	0.0%		X
404	Clericals Levels 3-4	14				2.1%							
501	Media & Graphics Technicians	11	1	4	5	1.9%		0	0	0	0.0%		
502	Computer & Science Technicians	12	2		2	2.3%		0		0	0.0%		
601	Skilled Trades	37	4	4	8	2.8%		0	0	0	0.0%		
701	Police & Security Officers	20	4		4	2.3%		1		1	25.0%		
702	Maintenance & Grounds Workers	37		4	4	6.8%	Yes	0	0	0	0.0%		X
703	Custodial Workers	102	9	1	10	2.9%	Yes	0	0	0	0.0%		X
704	Food Service Workers	22	1	4	5	3.9%	Yes	0	0	0	0.0%		X
	<b>Totals</b>	<b>1938</b>	<b>136</b>	<b>158</b>	<b>294</b>	<b># Groups Underutilized</b>	<b>32</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>2.4%</b>		
	<b>Rate of Activities</b>		<b>7.0%</b>	<b>8.2%</b>	<b>15.2%</b>								

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Other Minorities (Asian Americans and Native Americans)**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
 Progress "+" - Placement occurred but below % goal  
 Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Other Minorities						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
101	Senior Executives	22	2	2	4	4.8%		0	0	0	0.0%		
102	Sr Level Academic Admin	57	4	15	19	7.2%		0	2	2	0.0%		
103	Sr Level Student Serv Admin	37	1	4	5	4.7%	Yes	0	0	0	0.0%		X
104	Sr Level Business Admin	42	6	2	8	6.0%	Yes	0	0	0	0.0%		X
105	Operations Leaders	53	6	8	14	4.8%	Yes	1	0	1	7.1%	X	
106	Academic Leaders	28		1	1	5.8%	Yes		0	0	0.0%		X
200	Lecturers	100	4	7	11	5.9%	Yes	0	0	0	0.0%		X
201	Afro-American Studies Faculty	4				3.6%							
202	Communication & Theatre Faculty	29	1		1	4.0%		0		0	0.0%		
203	Eng Language & Literature Faculty	51	1	3	4	3.3%	Yes	0	0	0	0.0%		X
204	Foreign Languages & Bilingual Faculty	20	1		1	1.5%		0		0	0.0%		
205	Fine Arts Faculty	28				5.6%							
206	History & Philosophy Faculty	26	1	2	3	3.2%	Yes	0	0	0	0.0%		X
207	Music Faculty	30	1	1	2	6.6%	Yes	0	0	0	0.0%		X
208	Biology Faculty	19		1	1	8.5%	Yes		0	0	0.0%		X
209	Chemistry Faculty	20				5.7%							
210	Computer Science Faculty	12				7.8%							
211	Geography & Geology Faculty	15	2	1	3	2.1%		1	1	2	66.7%		
212	Mathematics Faculty	23		1	1	4.6%			0	0	0.0%		
213	Physics & Astronomy Faculty	11		1	1	3.9%			0	0	0.0%		
214	Economics Faculty	11				4.1%							
215	Political Science Faculty	15	1	1	2	4.7%	Yes	1	0	1	50.0%	X	
216	Psychology Faculty	22		3	3	5.0%	Yes		0	0	0.0%		X
217	Sociology Faculty	20		1	1	4.8%			0	0	0.0%		
218	School Hlth Promo & Human Performance	21				3.0%	Yes					No opportunities	
219	Leadership & Counseling Faculty	17	2		2	3.0%		0		0	0.0%		
220	Special Education Faculty	25	2	2	4	3.5%		0	0	0	0.0%		
221	Teacher Education Faculty	48	1	1	2	1.9%		0	0	0	0.0%		
222	School of Health Sciences	18	2	2	4	7.1%		0	0	0	0.0%		
224	Nursing Education Faculty	20	2	1	3	3.0%		0	1	1	33.3%		
225	Social Work Faculty	17		1	1	4.6%	Yes		0	0	0.0%		X
226	Accounting & Finance Faculty	25	1	1	2	6.1%		1	0	1	50.0%		
227	Computer Info Systems Faculty	16	1		1	5.9%		0		0	0.0%		
228	Management Faculty	21		2	2	4.3%			1	1	50.0%		

**EASTERN MICHIGAN UNIVERSITY**  
**Progress Toward Goals: Other Minorities (Asian Americans and Native Americans)**  
**Date Range: 9/19/07 to 9/19/08**

Date Printed: 01/28/2009

Progress "X" - When placement rate equals or exceeds % goal  
 Progress "+" - Placement occurred but below % goal  
 Warning "X" - With opportunities, placement rate is 0%

JobGrp#	Job Group Name	Workforce (09/18/2007)	Total			Other Minorities						If Underutilized	
			New Hires	Promos	Opportunity	% Goal (09/18/2007)	Goal? (09/18/2007)	New Hires	Promos	Total	Placement Rate	*Progress	**Warning
229	Marketing Faculty	22	1		1	5.2%		1		1	100.0%		
231	School of Engineering	27	1	1	2	5.9%		1	0	1	50.0%		
232	School of Technology Studies	32		1	1	5.6%			0	0	0.0%		
233	LR&T General Library Faculty	24	1	2	3	4.3%	Yes	0	0	0	0.0%		X
301	Academic Professionals	93	4	12	16	4.6%	Yes	0	0	0	0.0%		X
302	Student Service Professionals	75	12	10	22	4.7%	Yes	0	1	1	4.5%	+	
303	Operations & Admin Professionals	85	12	25	37	3.6%		0	0	0	0.0%		
304	Information Systems Professionals	71	11	7	18	9.3%		1	2	3	16.7%		
305	Health Professionals	9	2		2	6.4%	Yes	0		0	0.0%		X
306	Athletic Professionals	51	11	1	12	3.5%	Yes	0	0	0	0.0%		X
401	Secretaries Levels 5-9 & Supv	102	7	12	19	1.9%		0	0	0	0.0%		
402	Secretaries Levels 3-4	30	4	1	5	2.2%	Yes	0	0	0	0.0%		X
403	Clericals Levels 5-9 & Supv	139	7	5	12	2.4%	Yes	0	0	0	0.0%		X
404	Clericals Levels 3-4	14				3.0%							
501	Media & Graphics Technicians	11	1	4	5	1.6%		0	0	0	0.0%		
502	Computer & Science Technicians	12	2		2	7.6%	Yes	0	0	0	0.0%		X
601	Skilled Trades	37	4	4	8	2.4%		0	0	0	0.0%		
701	Police & Security Officers	20	4		4	1.9%		0	0	0	0.0%		
702	Maintenance & Grounds Workers	37		4	4	2.3%	Yes		0	0	0.0%		X
703	Custodial Workers	102	9	1	10	3.0%		0	0	0	0.0%		
704	Food Service Workers	22	1	4	5	5.0%	Yes	0	0	0	0.0%		X
	<b>Totals</b>	<b>1938</b>	<b>136</b>	<b>158</b>	<b>294</b>	<b># Groups Underutilized</b>	<b>23</b>	<b>7</b>	<b>8</b>	<b>15</b>	<b>5.1%</b>		
	<b>Rate of Activities</b>		<b>7.0%</b>	<b>8.2%</b>	<b>15.2%</b>								

**EASTERN MICHIGAN UNIVERSITY**  
**#10 - Employment Activities: Applicants**  
**Date Range: 09/19/07 to 09/19/08**

Job Grp #	Job Group Name	APPLICANTS WHO SELF IDENTIFIED																	Unknown (gender/race)
		Total	Appl Rate	Tot Appl	Females		Minorities		Males				Females						
		Applicants	of Self-ID	who Self-ID	Total#	Total%	Total#	Total%	WM	BM	AM	NM	HM	WF	BF	AF		NF	
101	Senior Executives	97	54%	52	18	34.6%	9	17.3%	29	2	2		1	14	4				45
102	Senior Level Academic Admin	81	65%	53	36	67.9%	30	56.6%	5	8			4	18	16	1		1	28
103	Senior Level Student Services Admin	88	70%	62	44	71.0%	25	40.3%	11	3	1		3	26	13	1		4	26
104	Senior Level Business Admin	519	77%	400	140	35.0%	96	24.0%	207	22	13	2	16	97	35	4	2	2	119
105	Operations Leaders	547	76%	413	240	58.1%	135	32.7%	113	45	3	3	9	165	61	8	1	5	134
106	Academic Leaders	4	25%	1	1	100.0%	0	0.0%						1					3
200	Lecturers	10	50%	5	3	60.0%	1	20.0%	2					2				1	5
201	Afro-American Studies Faculty	0																	
202	Communication & Theatre Faculty	21	24%	5	0	0.0%	0	0.0%	5										16
203	Eng Language & Literature Faculty	0																	
204	Foreign Languages & Bilingual Faculty	74	41%	30	20	66.7%	12	40.0%	5	3	1		1	13		5		2	44
205	Fine Arts Faculty	0																	
206	History & Philosophy	22	36%	8	4	50.0%	2	25.0%	3	1				3		1			14
207	Music Faculty	55	44%	24	2	8.3%	3	12.5%	20	2				1				1	31
208	Biology Faculty	0																	
209	Chemistry Faculty	0																	
210	Computer Science Faculty	0																	
211	Geography & Geology Faculty	61	28%	17	4	23.5%	10	58.8%	5	1	7			2		2			44
212	Mathematics Faculty	0																	
213	Physics & Astronomy Faculty	0																	
214	Economics Faculty	0																	
215	Political Science Faculty	36	25%	9	2	22.2%	6	66.7%	3	3	1					2			27
216	Psychology Faculty	21	33%	7	1	14.3%	2	28.6%	4		1		1	1					14
217	Sociology Faculty	9	56%	5	1	20.0%	2	40.0%	2	1	1			1					4
218	School Hlth Promo & Human Performance	9	44%	4	2	50.0%	0	0.0%	2					2					5
219	Leadership & Counseling Faculty	59	39%	23	10	43.5%	9	39.1%	5	7			1	9		1			36
220	Special Education Faculty	33	33%	11	8	72.7%	1	9.1%	3					7				1	22
221	Teacher Education Faculty	47	36%	17	10	58.8%	8	47.1%	4	1	2			5	2	3			30
222	School of Health Sciences	0																	
224	Nursing Education Faculty	25	16%	4	3	75.0%	1	25.0%	1					2		1			21
225	Social Work Faculty	5	0%	0	0	0.0%	0	0.0%											5
226	Accounting & Finance Faculty	1	100%	1	0	0.0%	1	100.0%			1								0

**EASTERN MICHIGAN UNIVERSITY**  
**#10 - Employment Activities: Applicants**  
**Date Range: 09/19/07 to 09/19/08**

Job Grp #	Job Group Name	APPLICANTS WHO SELF IDENTIFIED																	Unknown (gender/race)
		Total	Appl Rate	Tot Appl	Females		Minorities		Males					Females					
		Applicants	of Self-ID	who Self-ID	Total#	Total%	Total#	Total%	WM	BM	AM	NM	HM	WF	BF	AF	NF		
227	Computer Info Systems Faculty	91	26%	24	2	8.3%	15	62.5%	8	2	11	1		1		1			67
228	Management Faculty	85	13%	11	4	36.4%	5	45.5%	3		3	1		3		1			74
229	Marketing Faculty	0																	
231	School of Engineering	41	41%	17	2	11.8%	12	70.6%	4	1	10			1		1			24
232	School of Technology Studies	15	13%	2	1	50.0%	0	0.0%	1					1					13
233	LR&T General Library Faculty	29	45%	13	8	61.5%	2	15.4%	5					6	1	1			16
301	Academic Professionals	363	69%	249	184	73.9%	93	37.3%	42	18	2		3	114	57	9		4	114
302	Student Services Professionals	1246	74%	919	622	67.7%	378	41.1%	203	80	3	2	9	338	238	21	3	22	327
303	Operations & Admin Professionals	1063	71%	757	540	71.3%	245	32.4%	168	42	5	1	1	344	149	20	3	24	306
304	Information Systems Professionals	744	76%	568	113	19.9%	161	28.3%	339	60	35	5	16	68	22	22		1	176
305	Health Professionals	47	79%	37	30	81.1%	6	16.2%	6	1				25	2	3			10
306	Athletic Professionals	290	77%	222	16	7.2%	70	31.5%	140	45	5	4	12	12	4				68
401	Secretaries Levels 5-9 & Supv	658	81%	532	500	94.0%	169	31.8%	25	6			1	338	126	5	3	28	126
402	Secretaries Levels 3-4	500	77%	385	343	89.1%	113	29.4%	34	6		1	1	238	67	11	5	22	115
403	Clerical Levels 5-9 & Supv	1065	75%	800	637	79.6%	278	34.8%	114	33	4	7	5	408	180	13	7	29	265
404	Clerical Levels 3-4	0																	
501	Media & Graphic Technicians	57	68%	39	10	25.6%	11	28.2%	20	6		1	2	8	2				18
502	Computer & Science Technicians	64	77%	49	31	63.3%	17	34.7%	12	4	1	1		20	5	4	1	1	15
601	Skilled Trades	138	71%	98	3	3.1%	22	22.4%	75	14	2		4	1	2				40
701	Police & Security Officers	709	78%	556	77	13.8%	123	22.1%	376	60	3	5	35	57	16	1		3	153
702	Maintenance & Grounds Workers	151	74%	111	10	9.0%	35	31.5%	71	24			6	5	5				40
703	Custodial Workers	1558	77%	1206	309	25.6%	587	48.7%	454	325	11	8	99	165	113	5	4	22	352
704	Food Service Workers	38	82%	31	12	38.7%	11	35.5%	9	8		1	1	11				1	7
<b>Total</b>		<b>10776</b>	<b>72%</b>	<b>7777</b>	<b>4003</b>	<b>51.5%</b>	<b>2706</b>	<b>34.8%</b>	<b>2538</b>	<b>834</b>	<b>128</b>	<b>43</b>	<b>231</b>	<b>2533</b>	<b>1120</b>	<b>147</b>	<b>29</b>	<b>174</b>	<b>2999</b>
									<b>32.6%</b>	<b>10.7%</b>	<b>1.6%</b>	<b>0.6%</b>	<b>3.0%</b>	<b>32.6%</b>	<b>14.4%</b>	<b>1.9%</b>	<b>0.4%</b>	<b>2.2%</b>	

Applicants included:

\*positions posted and filled (new hires and promotions) within date range

\*positions posted and apps received within date range; position cancelled or search closed

Applicants not included: Candidates for President position who applied to search firms

# Eastern Michigan University

# 10 - Employment Activities: New Hires

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female				
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF
101	Senior Executives	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0
102	Sr Level Academic Admin	4	2	50.0%	1	25.0%	1	1	0	0	0	2	0	0	0	0
103	Sr Level Student Serv Admin	1	1	100.0%	1	100.0%	0	0	0	0	0	0	1	0	0	0
104	Sr Level Business Admin	6	1	16.7%	1	16.7%	4	1	0	0	0	1	0	0	0	0
105	Operations Leaders	6	2	33.3%	2	33.3%	3	1	0	0	0	1	0	1	0	0
106	Academic & Student Leaders	No Activity														
200	Lecturers	4	3	75.0%	1	25.0%	1	0	0	0	0	2	0	0	0	1
201	African-American Studies Faculty	No Activity														
202	Communication & Theatre Arts Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
203	English Language & Literature Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
204	Foreign Languages & Bilingual Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
205	Arts Faculty	No Activity														
206	History & Philosophy Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
207	Music & Dance Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
208	Biology Faculty	No Activity														
209	Chemistry Faculty	No Activity														
210	Computer Science Faculty	No Activity														
211	Geography & Geology Faculty	2	1	50.0%	1	50.0%	1	0	0	0	0	0	0	1	0	0
212	Mathematics Faculty	No Activity														
213	Physics & Astronomy Faculty	No Activity														
214	Economics Faculty	No Activity														
215	Political Science Faculty	1	1	100.0%	1	100.0%	0	0	0	0	0	0	0	1	0	0
216	Psychology Faculty	No Activity														
217	Sociology, Anthro, & Criminology Fac	No Activity														
218	School Health Prom & Human Performance	No Activity														
219	Leadership & Counseling Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
220	Special Education Faculty	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0
221	Teacher Education Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
222	School of Health Professions Faculty	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0
224	School of Nursing Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
225	School of Social Work Faculty	No Activity														
226	Accounting & Finance Faculty	1	1	100.0%	1	100.0%	0	0	0	0	0	0	0	1	0	0
227	Computer Information Systems Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
228	Management Faculty	No Activity														
229	Marketing Faculty	1	1	100.0%	1	100.0%	0	0	0	0	0	0	0	1	0	0

# Eastern Michigan University

# 10 - Employment Activities: New Hires

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female					
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF	
231	School of Engineering Technology Faculty	1	0	0.0%	1	100.0%	0	0	1	0	0	0	0	0	0	0	0
232	School of Technology Studies Faculty	No Activity															
233	Library Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0	0
301	Academic Professionals	4	3	75.0%	0	0.0%	1	0	0	0	0	3	0	0	0	0	0
302	Student Service Professionals	12	8	66.7%	4	33.3%	2	2	0	0	0	6	2	0	0	0	0
303	Operations & Admin Professionals	12	10	83.3%	1	8.3%	2	0	0	0	0	9	0	0	0	0	1
304	Information Systems Professionals	11	2	18.2%	1	9.1%	9	0	0	0	0	1	0	1	0	0	0
305	Health Professionals	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0	0
306	Athletic Professionals	11	1	9.1%	1	9.1%	9	1	0	0	0	1	0	0	0	0	0
401	Secretaries Levels 5-9	7	6	85.7%	3	42.9%	1	0	0	0	0	3	3	0	0	0	0
402	Secretaries Levels 3-4	4	3	75.0%	0	0.0%	1	0	0	0	0	3	0	0	0	0	0
403	Clericals Levels 5-9	7	6	85.7%	3	42.9%	1	0	0	0	0	3	3	0	0	0	0
404	Clericals Levels 3-4	No Activity															
501	Media & Graphics Technicians	1	1	100.0%	1	100.0%	0	0	0	0	0	0	1	0	0	0	0
502	Computer & Science Technicians	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0	0
601	Skilled Workers	4	0	0.0%	0	0.0%	4	0	0	0	0	0	0	0	0	0	0
701	Police & Security Officers	4	1	25.0%	1	25.0%	2	0	0	0	1	1	0	0	0	0	0
702	Maintenance & Grounds Workers	No Activity															
703	Custodial Workers	9	3	33.3%	6	66.7%	1	5	0	0	0	2	1	0	0	0	0
704	Food Service Workers	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0	0
<b>Total: New Hires</b>		<b>136</b>	<b>72</b>	<b>53.0%</b>	<b>32</b>	<b>23.5%</b>	<b>51</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>53</b>	<b>11</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>2</b>
							<b>37.5%</b>	<b>8.1%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>39.0%</b>	<b>8.1%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>1.5%</b>	

# Eastern Michigan University

# 10 - Employment Activities: Terminations

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female				
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF
101	Senior Executives	3	1	33.3%	0	0.0%	2	0	0	0	0	1	0	0	0	0
102	Sr Level Academic Admin	3	3	100.0%	0	0.0%	0	0	0	0	0	3	0	0	0	0
103	Sr Level Student Serv Admin	4	2	50.0%	0	0.0%	2	0	0	0	0	2	0	0	0	0
104	Sr Level Business Admin	4	1	25.0%	0	0.0%	3	0	0	0	0	1	0	0	0	0
105	Operations Leaders	3	2	66.7%	1	33.3%	1	0	0	0	0	1	1	0	0	0
106	Academic & Student Leaders	No Activity														
200	Lecturers	12	7	58.3%	1	8.3%	5	0	0	0	0	6	0	1	0	0
201	African-American Studies Faculty	No Activity														
202	Communication & Theatre Arts Faculty	1	0	0.0%	1	100.0%	0	1	0	0	0	0	0	0	0	0
203	English Language & Literature Faculty	2	2	100.0%	1	50.0%	0	0	0	0	0	1	1	0	0	0
204	Foreign Languages & Bilingual Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
205	Arts Faculty	2	1	50.0%	1	50.0%	1	0	0	0	0	0	0	1	0	0
206	History & Philosophy Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
207	Music & Dance Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
208	Biology Faculty	No Activity														
209	Chemistry Faculty	No Activity														
210	Computer Science Faculty	No Activity														
211	Geography & Geology Faculty	No Activity														
212	Mathematics Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
213	Physics & Astronomy Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
214	Economics Faculty	No Activity														
215	Political Science Faculty	No Activity														
216	Psychology Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
217	Sociology, Anthro, & Criminology Fac	2	1	50.0%	1	50.0%	0	1	0	0	0	1	0	0	0	0
218	School Health Prom & Human Performance	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
219	Leadership & Counseling Faculty	No Activity														
220	Special Education Faculty	No Activity														
221	Teacher Education Faculty	2	2	100.0%	1	50.0%	0	0	0	0	0	1	0	1	0	0
222	School of Health Professions Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
224	School of Nursing Faculty	3	3	100.0%	2	66.7%	0	0	0	0	0	1	0	2	0	0
225	School of Social Work Faculty	1	1	100.0%	1	100.0%	0	0	0	0	0	0	1	0	0	0
226	Accounting & Finance Faculty	3	2	66.7%	0	0.0%	1	0	0	0	0	2	0	0	0	0
227	Computer Information Systems Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
228	Management Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
229	Marketing Faculty	2	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0

# Eastern Michigan University

# 10 - Employment Activities: Terminations

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female				
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF
231	School of Engineering Technology Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
232	School of Technology Studies Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
233	Library Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
301	Academic Professionals	14	7	50.0%	3	21.4%	5	2	0	0	0	6	1	0	0	0
302	Student Service Professionals	8	7	87.5%	1	12.5%	1	0	0	0	0	6	1	0	0	0
303	Operations & Admin Professionals	8	5	62.5%	3	37.5%	3	0	0	0	0	2	1	2	0	0
304	Information Systems Professionals	8	1	12.5%	1	12.5%	6	0	1	0	0	1	0	0	0	0
305	Health Professionals	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0
306	Athletic Professionals	10	1	10.0%	1	10.0%	8	1	0	0	0	1	0	0	0	0
401	Secretaries Levels 5-9	7	7	100.0%	1	14.3%	0	0	0	0	0	6	1	0	0	0
402	Secretaries Levels 3-4	3	3	100.0%	1	33.3%	0	0	0	0	0	2	1	0	0	0
403	Clericals Levels 5-9	8	7	87.5%	1	12.5%	1	0	0	0	0	6	1	0	0	0
404	Clericals Levels 3-4	No Activity														
501	Media & Graphics Technicians	No Activity														
502	Computer & Science Technicians	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
601	Skilled Workers	No Activity														
701	Police & Security Officers	2	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
702	Maintenance & Grounds Workers	2	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
703	Custodial Workers	5	3	60.0%	1	20.0%	1	1	0	0	0	3	0	0	0	0
704	Food Service Workers	No Activity														
<b>Total: Terminations</b>		<b>140</b>	<b>78</b>	<b>56.0%</b>	<b>23</b>	<b>16.4%</b>	<b>55</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>62</b>	<b>9</b>	<b>7</b>	<b>0</b>	<b>0</b>
							<b>39.3%</b>	<b>4.3%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>44.3%</b>	<b>6.4%</b>	<b>5.0%</b>	<b>0.0%</b>	<b>0.0%</b>

# Eastern Michigan University

# 10 - Employment Activities: Promotions

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

\*Promotions identified as within or into a job group.

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female				
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF
101	Senior Executives	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
102	Sr Level Academic Admin	15	10	66.7%	3	20.0%	4	0	1	0	0	8	1	1	0	0
103	Sr Level Student Serv Admin	4	3	75.0%	0	0.0%	1	0	0	0	0	3	0	0	0	0
104	Sr Level Business Admin	2	1	50.0%	1	50.0%	1	0	0	0	0	0	1	0	0	0
105	Operations Leaders	8	2	25.0%	1	12.5%	5	1	0	0	0	2	0	0	0	0
106	Academic & Student Leaders	1	1	100.0%	1	100.0%	0	0	0	0	0	0	1	0	0	0
200	Lecturers	7	6	85.7%	1	14.3%	1	0	0	0	0	5	1	0	0	0
201	African-American Studies Faculty	No Activity														
202	Communication & Theatre Arts Faculty	No Activity														
203	English Language & Literature Faculty	3	2	66.7%	0	0.0%	1	0	0	0	0	2	0	0	0	0
204	Foreign Languages & Bilingual Faculty	No Activity														
205	Arts Faculty	No Activity														
206	History & Philosophy Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
207	Music & Dance Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
208	Biology Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
209	Chemistry Faculty	No Activity														
210	Computer Science Faculty	No Activity														
211	Geography & Geology Faculty	1	0	0.0%	1	100.0%	0	0	1	0	0	0	0	0	0	0
212	Mathematics Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
213	Physics & Astronomy Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
214	Economics Faculty	No Activity														
215	Political Science Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
216	Psychology Faculty	3	3	100.0%	0	0.0%	0	0	0	0	0	3	0	0	0	0
217	Sociology, Anthro, & Criminology Fac	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
218	School Health Prom & Human Performance	No Activity														
219	Leadership & Counseling Faculty	No Activity														
220	Special Education Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0
221	Teacher Education Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
222	School of Health Professions Faculty	2	2	100.0%	0	0.0%	0	0	0	0	0	2	0	0	0	0
224	School of Nursing Faculty	1	1	100.0%	1	100.0%	0	0	0	0	0	0	0	1	0	0
225	School of Social Work Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
226	Accounting & Finance Faculty	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0
227	Computer Information Systems Faculty	No Activity														
228	Management Faculty	2	1	50.0%	1	50.0%	0	0	1	0	0	1	0	0	0	0
229	Marketing Faculty	No Activity														

# Eastern Michigan University

# 10 - Employment Activities: Promotions

Printed: 01/28/2009

Date Range: 09/19/2007 to 09/19/2008

\*Promotions identified as within or into a job group.

Job Group Number	Job Group Name	Total Employees	Females		Minorities		Male					Female					
			Total #	Total %	Total #	Total %	WM	BM	AM	NAM	HM	WF	BF	AF	NAF	HF	
231	School of Engineering Technology Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0	0
232	School of Technology Studies Faculty	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0	0
233	Library Faculty	2	1	50.0%	0	0.0%	1	0	0	0	0	1	0	0	0	0	0
301	Academic Professionals	12	8	66.7%	5	41.7%	1	2	0	0	1	6	2	0	0	0	0
302	Student Service Professionals	10	8	80.0%	1	10.0%	2	0	0	0	0	7	0	1	0	0	0
303	Operations & Admin Professionals	25	13	52.0%	8	32.0%	7	3	0	0	2	10	2	0	0	0	1
304	Information Systems Professionals	7	1	14.3%	2	28.6%	5	0	1	0	0	0	0	1	0	0	0
305	Health Professionals	No Activity															
306	Athletic Professionals	1	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0	0
401	Secretaries Levels 5-9	12	12	100.0%	2	16.7%	0	0	0	0	0	10	2	0	0	0	0
402	Secretaries Levels 3-4	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0	0
403	Clericals Levels 5-9	5	5	100.0%	2	40.0%	0	0	0	0	0	3	2	0	0	0	0
404	Clericals Levels 3-4	No Activity															
501	Media & Graphics Technicians	4	1	25.0%	1	25.0%	3	0	0	0	0	0	1	0	0	0	0
502	Computer & Science Technicians	No Activity															
601	Skilled Workers	4	0	0.0%	0	0.0%	4	0	0	0	0	0	0	0	0	0	0
701	Police & Security Officers	No Activity															
702	Maintenance & Grounds Workers	4	0	0.0%	1	25.0%	3	1	0	0	0	0	0	0	0	0	0
703	Custodial Workers	1	1	100.0%	0	0.0%	0	0	0	0	0	1	0	0	0	0	0
704	Food Service Workers	4	1	25.0%	0	0.0%	3	0	0	0	0	1	0	0	0	0	0
<b>Total: Promotions</b>		<b>158</b>	<b>91</b>	<b>58.0%</b>	<b>32</b>	<b>20.3%</b>	<b>53</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>73</b>	<b>13</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>
							<b>33.5%</b>	<b>4.4%</b>	<b>2.5%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>46.2%</b>	<b>8.2%</b>	<b>2.5%</b>	<b>0.0%</b>	<b>0.6%</b>	

**AFFIRMATIVE ACTION PLAN  
FOR WOMEN  
AND MINORITIES**

**Eastern Michigan University  
Ypsilanti, MI 48197**

**2008-2009**

**Office of Diversity and Affirmative Action  
11 Welch Hall  
Ypsilanti, MI  
734.487.1166  
[www.emich.edu/diversity](http://www.emich.edu/diversity)**

# BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

SECTION:
DATE:
February 24, 2009

## **RECOMMENDATION**

**REPORT:** AFFIRMATIVE ACTION PLANS 2008-2009

### **ACTION REQUESTED**

It is recommended that the Board of Regents receive and place on file the Affirmative Action Audit 2007 – 2008, the Affirmative Action Plan for Women and Minorities and the Affirmative Action Plan for Veterans and Individuals with Disabilities dated September 2008 - 2009.

### **SUMMARY**

The Affirmative Action Audit, 2007 – 2008; the Affirmative Action Plan for Women and Minorities, September 2008 – 2009; the Affirmative Action Plan for Veterans and Individuals with Disabilities, September 2008 - 2009 are attached for your review.

As a federal contractor, Eastern Michigan University (EMU) is required by Executive Order 11246 to prepare an Affirmative Action Plan for Women and Minorities. EMU's plan is a management tool designed to ensure equal employment opportunity for all persons. It includes procedures that enable managers and supervisors to continually monitor and evaluate their employment practices to ensure that they are free of bias and discrimination based upon race, color, sex, sexual orientation, disability, age, veteran's status, religion or national origin.

The Federal Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 require that government contractors employ and advance qualified individuals with disabilities, special disabled veterans and other covered veterans. The purpose of EMU's Affirmative Action Plan for Veterans and Individuals with Disabilities is to reaffirm the University's commitment to the principles of equal employment opportunity for members of these groups. It also serves as a vehicle for providing relevant information to the University community regarding the development, analysis, enforcement, evaluation, dissemination and monitoring of the University's commitment to outreach and equal employment opportunities for veterans and individuals with disabilities.

**FISCAL IMPLICATIONS**

No major fiscal implications. The University may incur some expense in implementing several of the “Recommended Actions.”

**ADMINISTRATIVE RECOMMENDATION**

The proposed Board action has been reviewed and is recommended for Board approval.

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**University Executive Officer  
Provost and Executive Vice President**

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**Date**

Eastern Michigan University adheres to the principle of equal education and employment without regard to race, sex, color, creed, national origin, sexual orientation, disabling condition or veteran’s status. This policy extends to all programs and activities supported by the University.

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## I. STATEMENT OF PURPOSE

### A. Description of the University

Eastern Michigan University (EMU), located in Ypsilanti, Michigan, is a comprehensive University that was founded by the state legislature in 1849. The sixth largest University in Michigan, EMU had a student enrollment of 22,173 for Fall 2008.

EMU is located in Washtenaw County which is approximately 40 miles from Detroit and includes the cities of Ypsilanti and Ann Arbor. The University is a major employer in the county.

EMU offers undergraduate and graduate programs and degrees. Its teacher education program, among the largest in the country, is widely respected. Effective with the Freshman class of 2007, all students have a diversity course requirement as part of the General Education curriculum.

In November 2006, the voters of the State of Michigan approved a change to the Michigan Constitution that became effective December 23, 2006. This amendment was called Proposal 2. It states that public institutions are banned from using affirmative action programs that give preferential treatment to groups or individuals based on their race, gender, color, ethnicity, or national origin for public employment, education or contracting purposes. Public institutions affected by the proposal include state government, local governments, public colleges and universities, community colleges, and school districts. While EMU is governed by this amendment, we are able to practice affirmative action as required by our status as a federal contractor. Therefore, the impact on the affirmative action plan is nil.

### B. Purpose and Applicability of the Affirmative Action Plan

#### (41 CFR 60-2.10)

#### 1. Purpose

Because Eastern Michigan University has a number of contracts with the federal government, it is required by **Executive Order 11246 (as amended)** to develop and implement an affirmative action plan. This plan must have "a set of specific and result-oriented procedures to which the contractor commits [itself] to apply every good-faith effort... to achieve prompt and full utilization of minorities and women, at all levels and all segments of [its] workforce where deficiencies exist" (41 CFR 60-2.10). The first step in achieving this goal is an analysis of the utilization of women and members from underrepresented groups to determine areas of underutilization. Underutilization means that the number of persons from these groups is significantly less than would be reasonably expected given the availability of qualified women and members of underrepresented groups in the recruitment area. If underutilization is found, the institution must make a serious good-faith effort to develop and implement procedures and practices that are designed to increase the number of women and minorities in areas where they are underutilized. Hiring goals must be established for women and minorities in those job groups where they are underrepresented.

The purpose of Eastern Michigan University's Affirmative Action Plan is to reaffirm the University's continuing commitment to the principles of affirmative action and equal opportunity employment.

2. Access to Plan

Eastern Michigan University audits and revises this plan annually. It is available for inspection Monday through Friday from 8 a.m.-noon. and 1 p.m.– 5 p.m. in the Office of Diversity and Affirmative Action, 11 Welch Hall, Eastern Michigan University, Ypsilanti, MI 48197. The annual audit and plan are also available for viewing on the Affirmative Action web site: [www.emich.edu/diversity](http://www.emich.edu/diversity)

For additional information regarding EMU's Affirmative Action Plan, contact the Office of Diversity and Affirmative Action at 734.487.1166.

3. Applicability

The Affirmative Action Plan applies to the operations of all units under the supervision of the Board of Regents and the President of Eastern Michigan University, Ypsilanti, Michigan.

### C. Definitions

**Affirmative Action Program:** A management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent of discrimination, over time, a contractor's workforce, generally, should reflect the gender, racial and ethnic profile of the labor pool from which the contractor recruits and selects (CFR 60-2.10).

**Job Groups Analysis:** A method of combining job titles within the contractor's establishment. It is the first step in the contractor's comparison of the representation of minorities and women qualified to be employed. In the job group analysis, jobs at the establishment with similar content, wage rates, opportunities, must be combined to form job groups (CFR 60-2.12).

**Availability:** An estimate of the number of qualified minorities (African Americans, Asian Americans, Hispanic Americans and Native Americans) or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the contractor's incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

Two factors are used to determine the availability of minorities and women for each job group.

1. The percentage of minorities or women with requisite skills in the reasonable recruitment area.
2. The percentage of minorities and women among those transferable, promotable and trainable within the contractor's organization (CFR 60-2.13).

Eastern Michigan University Availability Data Sources include:

Faculty – national masters and doctorate recipients by gender, race/ethnicity, and relevant discipline

Staff – 2000 EEO occupational census data of related occupations

**Placement Goals (Underutilization):** When the percentage of minorities and women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, the contractor must establish a placement goal (CFR 60-2.15). Traditionally, this has come to be called underutilization. Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire Affirmative Action plan program work. Placement goals may not be rigid and inflexible quotas. Quotas are expressly forbidden. The principle of the best qualified person for the job is the standard (CFR 60-2.16).

Eastern Michigan University has three categories for goals:

1. Females
2. African-Americans
3. Other Minorities (Asian-Americans, Hispanic Americans and Native Americans)

Eastern Michigan University establishes affirmative action goals when the percentage of females or minorities employed is less than the percentage of available qualified females or minorities identified within the established recruitment pool.

**Progress Toward Goals:** When a female or minority is hired or promoted into a job group that has an affirmative action placement goal, then progress toward goals is achieved (CFR 60 – 2.16).

**Affirmative Action Program Internal Audit:** A contractor managed auditing system that periodically measures the effectiveness of its total affirmative action program (CFR 60-2.17).

**Warning:** A warning is given when opportunities to hire occurred but the placement rate in the unit remains below the percent of the goal.

**Academic Leaders:** Includes assistant directors, coordinators associated with academic student areas.

**Operations Leaders:** Includes forepersons, assistant directors, and coordinators from across the college, except academic and student.

#### **D. Equal Employment Opportunity Objectives (41 CFR 60—2.20)**

The University's commitment to equal employment opportunity includes, but is not limited to, the following objectives:

1. To recruit, hire, train and promote persons in all job titles, without regard to race, color, religion, creed, sex, age, national origin, ancestry, marital status, disability, veterans' status, or sexual orientation, except where sex is a bona fide occupational qualification.<sup>1</sup>
2. To make decisions within all stages of the employment process that should further the principles of equal employment opportunity.
3. To ensure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.
4. To ensure that all personnel actions such as compensation, benefits, interim appointments, transfers, layoffs, return from layoff, university sponsored training, education, tuition assistance, social and recreation programs, should be administered without regard to race, color, religion, sex, disability, veterans' status, sexual orientation or national origin.
5. To use the principles of affirmative action to correct and prevent problems and ensure equal opportunity employment in areas where underutilization of women and/or minorities is found.

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<sup>1</sup> This term "bona fide occupational qualification" is construed very narrowly.

## E. Legal Basis: Federal and State Laws and Executive Orders

Discrimination, whether intentional or not, is prohibited by law. The legal authority in this area is summarized as follows:

<b>Federal</b>		
<b>Basis</b>	<b>Description</b>	<b>Enforcing Agency</b>
Executive Order 11246 (As amended by Executive Order 11375)	Nondiscrimination and affirmative action in employment for federal contractors on the basis of race, color, religion, sex and national origin.	Department of Labor (DOL)
Title VII of the Civil Rights Act of 1964 (as amended by the Civil Rights Act of 1991)	Nondiscrimination in employment on the basis of race, color, national origin, religion and sex.	Equal Employment Opportunity Commission (EEOC)
Title VI of the Civil Rights Act of 1964	Nondiscrimination in education on the basis of race, sex and national origin.	Department of Education (DED)
Equal Pay Act of 1963	Nondiscrimination in wages on the basis of sex.	EEOC
Title IX of the Education Amendments of 1972	Nondiscrimination in education on the basis of sex.	DED
Age Discrimination in Employment Act of 1967	Nondiscrimination in employment on the basis of age.	EEOC
Vietnam Era Veterans Readjustment Assistance Act of 1974	Nondiscrimination and affirmative action in employment on the basis of status as a Vietnam Era Veteran or Disabled Veteran.	DOL
Sections 503 and 504 of the Rehabilitation Act of 1973	Nondiscrimination on the basis of disability in employment and education, affirmative action in employment for disabled persons.	DED, DOL
Americans with Disabilities Act of 1990	Nondiscrimination on the basis of disability.	EEOC
<b>State</b>		
Elliott-Larsen Civil Rights Act of 1977	Nondiscrimination on the basis of religion, color, sex, disability, national origin, race or ancestry.	Michigan Department of Civil Rights
Michigan Persons with Disabilities Act of 1977	Prohibits discrimination based upon disability.	Michigan Department of Civil Rights

## **II. REAFFIRMATION OF POLICY (41 CFR 60-2.10)**

At its meeting on October 3, 1966, the Board of Regents affirmed the University's commitment to the principles of equal opportunity. It approved a civil rights statement that said in part:

“Eastern Michigan University shall not discriminate against any person because of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap as provided for and to the extent required by state and federal statutes.”

At its meeting on May 16, 1973 the Board of Regents reaffirmed its commitment to equal opportunity by approving the “Equal Employment Opportunity/Affirmative Action Policy. The policy states in part:

“It is the policy of Eastern Michigan University, in recognition of the essential rights of all employees and applicants as individuals, to recruit and hire in all job classifications without regard to race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap as provided for and to the extent required by state and federal statutes.”

At its meeting January 23, 1996, the Board of Regents added the following:

“Further, it is the policy of the University to recruit, hire and take other personnel actions in all job classifications without regard to sexual orientation.”

On March 20, 2007, it was recommended that the Board of Regents approve revisions to the Preamble to the Bylaws of EMU's Board of Regents, the EMU Civil Rights policy and the EMU Equal Employment Opportunity/Affirmative Action policy. The recommendation was approved that the inclusion of gender identity or expression in the University's nondiscrimination clauses reinforces Eastern's commitment to diversity and inclusion.

### III. INTERNAL AND EXTERNAL DISSEMINATION OF PLAN

#### A. Internal Dissemination

##### 1. Published Documents and Postings

The Office of Diversity and Affirmative Action prepares the annual Affirmative Action Audit and Plan for review by the President. Following the administration's review, the materials are presented to the Board of Regents for review and reaffirmation.

The President, with the support of the Director of Diversity and Affirmative Action conveys the Affirmative Action Policy and Plan to the campus community with specific distributions to the vice presidents, senior administrators, deans, department heads and program directors. These administrators are responsible for notifying their employees of the contents and availability of the materials on campus.

The University includes statements of nondiscrimination in collective bargaining agreements and contracts.

Periodically, the policy is publicized in *Focus EMU Online* (a faculty/staff publication), the *Eastern Echo* (the student newspaper) and on *WEMU-FM* (the campus radio station). The policy and the Affirmative Action Audit are located on the EMU Diversity and Affirmative Action Website. ([www.emich.edu/diversity](http://www.emich.edu/diversity))

##### 2. Program and Presentation

The President and Strategic Operations Council periodically emphasize this policy in meetings with top administrators, deans, department heads, directors, faculty and staff advisory groups.

The University communicates the policy to new employees during orientation and to other members of the campus as appropriate through training and educational programs.

Representatives of the Office of Staff Human Resources, the Office of Academic Human Resources and the Office of Diversity and Affirmative Action review the Affirmative Action Policy and utilization goals with search/screening committees and hiring authorities as part of the recruitment and hiring process.

The Office of Diversity and Affirmative Action conducts professional development programs with senior administrators and supervisory personnel to explain the intent of policy and individual responsibility for effective implementation, making clear the president's commitment to the principle of equal opportunity employment practices.

The Office of Diversity and Affirmative Action, at the invitation of administrators and supervisors, reviews the policy with various groups of employees and explains individual employee responsibilities concerning the Affirmative Action Plan.

The Office of Staff Human Resources and the Office of Academic Human Resources include information about the University's affirmative action and equal employment opportunity policies in their professional development programs for the faculty and staff as well as in new employee orientation sessions.

The Affirmative Action Audit and the Affirmative Action Plan are distributed, reviewed and discussed annually with appropriate administrators at the University and are utilized in affirmative action education programs presented by the Office of Diversity and Affirmative Action.

Eastern Michigan University's Marketing and Communications Department ensures that women and minorities are represented in advertising and promotional materials.

The University publishes articles covering equal employment opportunity programs and the achievements of minority and women faculty, staff and students in University publications.

## **B. External Dissemination**

### **1 Advertisements and Notices**

The University communicates its commitment to equal employment opportunity and affirmative action through recruitment advertisements and contact materials such as applications, electronic advertisements and posting boards. Each advertisement of a vacant position placed by the University states the following sentence or an equivalent phrase in clear distinguishable type:

**“Eastern Michigan University is an affirmative action/equal opportunity employer and strongly encourages women and members of minority groups to consider this opportunity.”**

The University informs recruiting sources of its policy and commitment to Equal Employment Opportunity and Affirmative Action and requests qualified women and minorities be referred for openings.

The Purchasing Department sends written notification of the policy, including an “Equal Opportunity Employer” clause, to subcontractors, vendors and suppliers who provide services or supplies to the institution.

The Physical Plant includes the policy and equal opportunity clause in the general conditions of all contracts that are bid on for construction, rehabilitation, alteration, conversion, renovation, extension or repair of buildings, roadways or other real property.

Copies are made available to the Office of Research Development as needed for grant applications and certifications. The University ensures its policies and programs are shared with organizations representing the interests of protected classes.

## 2. Other Methods

The Director of Diversity and Affirmative Action communicates with organizations representing minorities, women, individuals with disabilities, Vietnam era and disabled veterans, community agencies and leaders about the Affirmative Action Plan and the University policies regarding Equal Employment Opportunity and Affirmative Action.

Affirmative Action information is available at the Office of Diversity and Affirmative Action web site: [www.emich.edu/diversity](http://www.emich.edu/diversity)

University and University-related publications and public radio programming periodically include articles on minority and female employees and activities related to the affirmative action program.

#### **IV. DELEGATION OF RESPONSIBILITY FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PLAN (41 CFR 60-2.17)**

- A. The President has ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive high priority. The President regularly states his commitment to affirmative action and equal employment opportunity.

Regarding implementation, the Equal Employment Opportunity/Affirmative Action policy states:

“The President of Eastern Michigan University is responsible for the overall implementation of this program. However, each vice president, dean, director, department head and other supervisory personnel has specific responsibility for developing and implementing the program in relation to recruitment, employment, promotion, salary progression within his or her functional areas of responsibility. These individuals shall be evaluated on the basis of their performance in the implementation of the University’s equal employment opportunity and Affirmative Action policies by their immediate supervisors.”

- B. The vice presidents have the following responsibilities:

1. Provide executive leadership and guidance for the divisional administrators and supervisors to ensure that the University’s Affirmative Action Plan and Equal Employment Policy are being adhered to within their divisions.
2. Ensure that hiring and promotion matters are monitored during their reviews to ensure that protected class members are given full consideration for employment opportunities.
3. Ensure that facilities are comparable for both sexes and are accessible to individuals with disabilities.
4. Ensure that protected class members are provided full opportunity and are encouraged to participate in division sponsored education committees and training programs, human resource development programs, recreational activities and social functions.

- C. The Director of Diversity and Affirmative Action has the following responsibilities:

1. Develop, implement, and monitor the University’s Affirmative Action Program in cooperation with the Office of Staff Human Resources and the Office of Academic Human Resources.
2. Ensure the University’s compliance with federal and state laws in regard to the hiring of employees.
3. Monitor and provide guidance in the hiring activities of the University to foster a diverse faculty and staff and to meet affirmative action goals.

4. Conduct the annual Affirmative Action Audit and prepare the annual Affirmative Action Plan.
5. Monitor and provide guidance on the recruitment of students to foster a diverse student body.
6. Monitor and provide guidance in the procurement of services and supplies to ensure vendor lists are reflective of the diversity of the community and the University.
7. Conduct professional development programs, training and workshops, as needed, on Affirmative Action, Equal Employment Opportunity and diversity issues related to discrimination, harassment and fair employment practices.
8. Monitor faculty and staff recruitment activities to ensure compliance with University policies and procedures, federal and state laws and regulations and University collective bargaining agreements.
9. Participate on various University and community committees and organizations and represent the University at appropriate professional meetings.
10. Investigate discrimination, sexual harassment and other discriminatory harassment complaints filed against University employees by other employees or students.
11. Monitor pending state and federal legislation and policy developments related to Affirmative Action and Equal Employment Opportunity and participate in related hearings at the state and federal levels.

## **V. INTERNAL AUDIT AND REPORTING SYSTEMS**

### A. Regular Management Reports

1. Monthly reports are prepared by Human Resources that summarize employment numbers, turnover, separations, and diversity. A regular report of current open positions is prepared monthly.

### B. Annual Affirmative Action Audit

Annually, EMU will prepare an annual affirmative action audit report. This report will contain current workforce statistics, goals, and employment activity statistics.

1. Included in the annual report will be a review of the progress toward goals, problem areas, and action plans, based on the analysis.
2. Information based on the annual report will be provided to all Eastern Michigan University administrators, as appropriate.
3. The Adverse Impact Analysis will be performed annually as part of the annual report. Information based on this analysis will be shared with EMU administrators as appropriate. In addition, information based on this analysis will be considered when reviewing and modifying as needed, employment practices and procedures.
4. The data assembled in the Affirmative Action Plan will be reviewed with hiring managers as appropriate at the start of each external recruitment activity.
5. Tracking the flow of applicants is an integral part of the hiring process. This is done by the Office of Staff Human Resources and the Office of Academic Human Resources. It is reviewed to determine whether there are selection disparities. Selection disparities may occur when the group of persons hired does not reflect the pool of qualified applicants with regards to members of protected groups. For example, if qualified members from a protected group are consistently absent from the group of persons hired, an analysis should be conducted to determine whether non-job related criteria are influencing the selection process.

## **VI. IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTION (41 CFR 60-2.23)**

An in-depth analysis of the composition of the current workforce by minority group status and gender is conducted on a regular basis. The workforce analysis is prepared by job title, division, unit, department and job group. Hiring and promotion data are also analyzed according to minority group status and gender. The total selection process including such components as position descriptions, advertisements, application forms and interview procedures are examined on an as needed basis. A survey of the workplace to determine if postings and notifications were properly displayed is carried out as needed. In addition, the Director of Diversity and Affirmative Action attends numerous search and selection committee meetings. The process of notifying labor unions and subcontractors of job vacancy postings was determined to be functioning.

### **A. Workforce Analysis (41 CFR 60-11).**

The workforce analysis provides an overview of areas where women and persons of color are utilized as well as where they are underutilized. It includes a listing of each job title as appears in the payroll records ranked from the lowest paid to the highest paid within each organizational unit. The total number of incumbents by gender and race is shown. The data is reported in EEO-6 categories.

This analysis was reviewed for potential problem areas, such as under representation of minorities and women.

#### **Findings:**

- Specific findings from the annual audit are presented in the “Annual Affirmative Action Audit” which is available from the Office of Diversity and Affirmative Action
- Hiring authorities conduct analyses of position descriptions, prior to posting, to ensure that they accurately reflect position functions, do not contain language that excludes qualified applicants, that the specifications are consistent with the job requirements and are free from bias based on race, color, religion, sex, or national origin.
- Eastern Michigan University observes the requirements of the OFCCP’s Uniform Guidelines on Employee Selection Procedures (29 Code of Federal Regulations 1607). Copies of the procedures are available at the Office of Staff Human Resources, the Office of Academic Human Resources, and the Office of Diversity and Affirmative Action.
- The Diversity and Affirmative Action Office provides resources and education regarding effective affirmative recruitment and retention activities.
- Progress toward achieving goals is monitored by the Diversity and Affirmative Action Office and reported annually to all administrators and directors.

- Approved position descriptions and worker specifications, when used by the appointed University search committee, are made available to all administrators and faculty members involved in the recruitment, screening, selection, and promotion process.

**Recommended Actions:**

- Directors should be required to make good faith efforts to ensure that the composition of search or screening committees reflect the University’s commitment to diversity and affirmative action. Such committees should be required in units where underutilization of women and minorities exist.
- The director of each unit, where underutilization of women and minorities exists, should be informed of the affirmative action goals at the beginning of each search, including those where the hiring authority is giving serious consideration to hiring an internal candidate.
- Hiring authorities in units where underutilization of women and minorities exist should be required to prepare a diversity recruitment plan for each search. The plan should require senior administrator level approval before the implementation of the search.
- All personnel involved in the recruiting, screening, selection, promotion, disciplinary and related processes should be selected and properly trained to ensure elimination of bias in all personnel actions.

**B. Job Group Analysis (41 CFR 60-2.12)**

The job group analysis is the method used to combine job titles of jobs that have similar content, wage rates, and opportunities. Eastern Michigan University has 32 faculty job groups based upon academic departments and instructional disciplines and 23 staff job groups based on specialties or functions. The gender and race of each incumbent in the various jobs are also identified in the annual audit reports.

**Job Groups**

<b>Job Group Number</b>	<b>Job Group Name</b>
101	Senior Executives
102	Sr Level Academic Administrators
103	Sr Level Student Service Administrators
104	Sr Level Business & Finance Admin
105	Operations Leaders
106	Academic Leaders
200	Lecturers
201	Afro-American Studies Faculty
202	Communication & Theatre Faculty
203	Eng Language & Literature Faculty
204	Foreign Languages & Bilingual Faculty

205	Fine Arts Faculty
206	History & Philosophy Faculty
207	Music and Dance Faculty
208	Biology Faculty
209	Chemistry Faculty
210	Computer Science Faculty
211	Geography & Geology Faculty
212	Mathematics Faculty
213	Physics & Astronomy Faculty
214	Economics Faculty
215	Political Science Faculty
216	Psychology Faculty
217	Sociology Faculty
218	School Hlth Promo & Human Performance
219	Leadership & Counseling Faculty
220	Special Education Faculty
221	Teacher Education Faculty
222	School of Health Sciences
224	Nursing Education Faculty
225	Social Work Faculty
226	Accounting & Finance Faculty
227	Computer Info Systems Faculty
228	Management Faculty
229	Marketing Faculty
231	School of Engineering Technology
232	School of Technology Studies
233	LR&T General Library Faculty
301	Academic Professionals
302	Student Service Professionals
303	Operations & Business Professionals
304	Information Systems Professionals
305	Health Professionals
306	Athletic Professionals
401	Secretaries Levels 5-7
402	Secretaries Levels 4
403	Clericals Levels 5-7
404	Clericals Levels 4
501	Media & Graphics Technicians
502	Computer & Science Technicians
601	Skilled Workers
701	Police & Security Officers
702	Maintenance & Grounds Workers
703	Custodial Workers
704	Food Service Workers

**Finding:**

- The job group analysis is revised as needed to reflect any changes in jobs, responsibilities or the organization. The Office of Staff Human Resources and the Office of Academic Human Resources provide resources for maintaining an accurate job group analysis.

**Recommended Action:**

None required.

**C. Evaluation of Selection Process**

Eastern Michigan University observes the requirements of the Uniform Guidelines on Employee Selection Procedures (UGESP). Where adverse impact is found, the applicant flow data, selection criteria, and all elements of the selection process should be reviewed by the hiring authority in conjunction with the Offices of Diversity and Affirmative Action, Staff Human Resources, and Academic Human Resources as appropriate. The goal of the review should be to ensure that only job-related, non-discriminatory factors are considered in making employment decisions and that minorities and females have been considered. Hiring authorities should be informed of the need to take corrective action when adverse impact is found in the recruitment or selection process.

**1. Job Requirements and Descriptions**

The hiring authority (HA) in consultation with the Office of Staff Human Resources and the Office of Academic Human Resources should develop the job requirements and descriptions. The Diversity and Affirmative Action Office may review these descriptions.

**2. Search Procedures**

The Hiring Authority should rely on the Offices of Staff Human Resources and Academic Human Resources to generate a pool of candidates via internal and external postings and advertising. When search/screening committees are used, they should also help to generate the pool of candidates. In cases where there is an underutilization of women and minorities, the Office of Diversity and Affirmative Action may provide assistance to the hiring authority, Office of Staff Human Resources and the Office of Academic Human Resources in the recruitment of a diverse pool of candidates.

**3. Pre-employment Inquiries**

Interviews, references checks, production reviews, etc. are integral parts of the hiring process. While federal law does not expressly prohibit inquiries concerning race, color, religion, sex or national origin, the EEOC regards such inquiries as potentially discriminatory. Both Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 limit the use of pre-employment inquiries and medical examinations.

Specifically, any identification of a disability by inquiry or examination during the pre-offer state, including all job pre-tests, reference checks, interview form/questions, other information gathering procedures, is prohibited.

**Finding:**

- Although Search and Screening Committees and Hiring Authorities are aware that they are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action, they do not receive consistent education regarding the recommended “best” practices to use in effectuating the University’s commitment to equal employment opportunity. The Office of Staff Human Resources, the Office of Academic Human Resources and the Office of Diversity and Affirmative Action provides education to the committees and Hiring Authorities regarding effective employment practices that promote equal employment opportunity and affirmative action.

**Recommended Actions:**

- Divisional vice presidents, the athletic director, associate vice president for University Marketing and Communications, the chief information officer (Information and Communication Technology) and all other academic and Strategic Operations Council leadership should be held accountable for the affirmative action-related impact of hiring decisions in their divisions. This should be included in their annual reviews/evaluations.
- The Offices of Staff Human Resources, Academic Human Resources, and the Office of Diversity and Affirmative Action should provide training to hiring authorities and search committee members on “best practices” in implementing the university’s commitment to equal opportunity.

**D. Recruitment (41 CFR 60-2.13)**

1. Appropriateness of Outreach

The Office of Staff Human Resources and the Office of Academic Human Resources review recruitment efforts for each position. Recruitment and advertisements seek to create an applicant pool that includes women and underrepresented minorities. The Office of Diversity and Affirmative Action provides resources to support this effort.

Hiring authorities and search committees are expected to make good-faith efforts in their recruitment process by actively seeking minorities and women for the applicant pool.

## 2. Review of Resources

The Office of Diversity and Affirmative Action has a limited list of recruitment resources to assist departments in their recruitment efforts. Some departments have developed their own resources.

### **Findings:**

- There is currently no adequate analysis regarding the use of recruitment resources and their subsequent effectiveness in creating a diverse pool of job applicants and employees.
- Hiring authorities and search committees are not consistently familiar with the principal recruitment resources.
- Hiring authorities and search committees are not always aware of what constitutes good faith efforts.
- The Offices of Staff Human Resources, Academic Human Resources, and the Office of Diversity and Affirmative Action provide information to administrators and other appropriate persons regarding resources that are helpful in the creation of a diverse pool of applicants for various job groups.
- The Offices of Staff Human Resources, Academic Human Resources, and the Office of Diversity and Affirmative Action provide systematic training to administrators and other appropriate persons regarding recruitment resources.
- The Office of Diversity and Affirmative Action has available at their web site, a link ([www.emich.edu/diversity](http://www.emich.edu/diversity)) that will list resources such as institutions, businesses, and professional organizations that can be used to recruit women and minority applicants.

### **Recommended Actions:**

- A protocol to analyze the effectiveness of the use of various recruitment resources in creating a diverse pool of job applicants and employees was not implemented, as was recommended, for the Affirmative Action Plan Year 2004 and 2007-08. This should be implemented this year. The software program PeopleAdmin has been implemented for Staff Human Resources.
- Training of all search committee members should continue with a manual/training that can be used as a guide and when face-to-face training is not available. This will ensure consistency in awareness and expectations.
- A system of identifying minorities and women who are promotable, transferable and trainable was not implemented, as was recommended, during Affirmative Action Plan Year 2004 and 2007-08. This goal should also be implemented this year.

**E. Applicant Flow (41 CFR 60—2.17)**

Tracking the flow of applicants is part of the hiring process. This is done by the Office of Staff Human Resources and the Office of Academic Human Resources. It is reviewed to determine whether there are selection disparities. Selection disparities may occur when the group of persons hired does not reflect the pool of qualified applicants with regards to members of protected groups. For example, if qualified members from a protected group are consistently absent from the group of persons hired, an analysis should be conducted to determine whether non-job related criteria are influencing the selection process.

**Finding:**

- The Office of Diversity and Affirmative Action does not systematically analyze the applicant tracking data for disparities.

**Recommended Actions:**

- The Office of Diversity and Affirmative Action should develop and implement a systematic process to analyze the applicant tracking data for disparities. Due to a number of difficulties with changes in the online selection options for applicants, we experienced an increase in the percentage of applicants who voluntarily identify themselves by race and gender. We expect an additional increase as faculty applicants are transitioned to the online application system in this next year. This will provide a single consistent source of data that is complete enough to perform a statistically significant analysis.
- Information gathered through the above analysis should be shared with the Office of Staff Human Resources, the Office of Academic Human Resources, and with administrators and supervisors.

**F. Compensation System (41 CFR 60—2.17)**

Eastern Michigan University's compensation system does not make any distinctions based on gender, race, disability or marital status. Women are not penalized in their employment because of marital status or time spent away due to childbearing or related medical conditions.

**Finding:**

- Currently, periodic reviews to determine if there is gender, race or ethnicity based disparities are not conducted.

**Recommended Actions:**

- The Office of Diversity and Affirmative Action in cooperation with Staff Human Resources, the Office of Academic Human Resources and with technical support from the Office of Institutional Research and Information Management should

develop a system to periodically review the compensation systems to determine whether there is gender, race or ethnicity-based disparities. As new federal legislation is passed regarding equality in pay, this recommendation becomes more critical in 2009.

- Administrators and supervisors should receive periodic updated training on ways to avoid unlawful compensation disparities.

**G. Promotions/Transfers (41 CFR 60-2.17)**

Promotions and transfers at Eastern Michigan University are based upon opportunity, merit and the desires of the employees as determined by their supervisors. Tenure track promotions occur as required through the faculty collective bargaining process.

**Findings:**

- Promotions and transfers are tracked by the Staff Human Resources Office and are reported to the President and the Office of Diversity and Affirmative Action.
- Promotions are reviewed annually as part of the affirmative action audit.
- Promotion activities are a part of the federally required adverse impact analysis, which is performed annually.

**Recommended Actions:**

- Hiring authorities should be held accountable for making promotion and transfer decisions in accordance with the Affirmative Action Plan goals. This should be included in their 2008-09 annual performance reviews.

**H. New Hires (41 CFR 60-2.17)**

Hiring at Eastern Michigan University is based upon qualifications, skills and abilities related to the position requirements, opportunity, merit and productivity. Both the Office of Staff Human Resources and the Office of Academic Human Resources have written hiring protocols.

**Findings:**

- Hiring rates and patterns are reviewed annually as part of the affirmative action audit.
- New hire activities are included in the federally required adverse impact analysis, which is prepared annually.
- Hiring authorities are held accountable for making hiring decisions consistent with the Affirmative Action Plan goals. However, it has not been formally included in the annual evaluations of hiring authorities.

- The Office of Diversity and Affirmative Action maintains a link on the University's Web page listing resources such as institutions, businesses, and professional organizations that can be used to recruit women and minority applicants.

**Recommended Actions:**

- Diverse hiring practices should be formally included in the evaluations of all administrators.
- Hiring authorities should be encouraged to develop links with historical Black colleges and universities (HBCU) and Hispanic/Latino serving institutions of higher learning.
- Affinity groups at the University provide a valuable resource to hiring authorities as a referral resource and should be utilized.

**I. Workforce Attitudes and Affirmative Action (41 CFR 60-2.23)**

Emphasis continues to be placed on creating a hospitable environment for minorities and women. Organizational units are encouraged to include activities that focus on valuing diversity in their professional development activities. As per its mission statement, "Building on a proud tradition of national leadership in the preparation of teachers, we (Eastern Michigan University) maximize educational opportunities and personal and professional growth for students from diverse backgrounds through an array of baccalaureate, master's and doctoral programs." A diverse workforce is essential for the success of this mission.

**Findings:**

- Many departments sponsor programs such as ethnic awareness and women's issues activities.
- Employees are involved in many of the programs and activities that are offered for students and the community. In fact, many of these activities are spearheaded by University employees (see sample Exhibit 1).
- The Office of Diversity and Affirmative Action serves as a resource to units that develop and implement professional development programs and activities on affirmative action and diversity issues to enhance the workforce attitude on these issues.
- In 2003, the President appointed the University Diversity Council. The Diversity Council serves as a broad-based advisory group to the President of Eastern Michigan University on issues related to diversity and inclusion in the workplace, the student body, the curriculum, the co-curriculum, and the University community in general.

- The University continues to support the annual multi-day celebration of Dr. Martin Luther King in January of each year.

**Recommended Actions:**

- The Office of Diversity and Affirmative Action should continue to highlight the need for developing and implementing activities that support the University's commitment to diversity as is expressed in the strategic plan.
- Diversity awareness programs on race, ethnicity, and gender have been and should continue to be held to reinforce positive attitudes that contribute to a greater sense of community.
- The Office of Diversity and Affirmative Action, in conjunction with other departments, should develop and implement methods for assessing the campus climate regarding affirmative action and diversity issues.

**J. Complaints and Grievances**

- Employees have access to the University's grievance procedures as outlined in union contracts and the Board of Regents Policy Manual. The Sexual Harassment Policy is on the University's Web site.
- All employees bringing complaints alleging discrimination are directed and encouraged to use the available procedures.

**Findings:**

- The Office of Diversity and Affirmative Action, the Office of Legal Affairs and the Office of Employee Relations provide advice and counsel to administrators regarding the disposition of grievances.
- The President sends a copy of the Sexual Harassment and Other Prohibited Conduct Policy to every full-time employee of the university.
- The Office of Diversity and Affirmative Action monitors complaints and requests for assistance on a quarterly basis. If it is determined that patterns or trends of complaints exist, appropriate remedial action should be taken.

**Recommended Action:**

- The Office of Diversity and Affirmative Action will continue to work with administrators and directors to ensure that complaints are managed appropriately.

#### **K. Posters and Notices (41 CFR 60-2.23)**

Required posters and notices with information on equal employment opportunity and affirmative action are placed in the Office of Human Resources.

#### **Finding:**

- Required posters and notices are appropriately displayed.

#### **Recommended Action:**

- The Office of Diversity and Affirmative Action should continue to review the placement of posters and notices and make the appropriate recommendations.

#### **L. Contract Compliance (41 CFR 60-1.1)**

The University contracts with women and minority owned and operated firms to provide goods and services. However, no specific goals are established for University purchases and contracts. Responsibility for supplies and services rests with the Director of Purchasing. Construction contracts are the responsibility of the Associate Vice President for Business and Finance – Facilities.

#### **Finding:**

- The University is a member of the Michigan Minority Business Development Council.

#### **Recommended Actions:**

- The Small Business Development Center can assist with the identification of minority and female-owned small business for inclusion in the notification process described above.
- While preference in contracting is not allowed as a result of Proposal 2, the Purchasing and Facilities areas of the university should ensure that a wide net is cast to inform businesses that reflect the population of Michigan of opportunities to do business with Eastern Michigan University.

# Exhibit 1

## Center for Multicultural Affairs 2007-08 Diversity Initiatives

Date	Audience	Dept./Unit	Program Title	Program Description	# Attended
29-Aug	New/Transfer Students/ Faculty and Staff	DP/CMA	Resource Fair	Information about various departments and organizations at EMU	
31-Aug	New Student Orientation	DCI/CMA	Diversity Training	Sensitivity training for NSO facilitators	
2-Sep	EMU Campus Community	DCI	Extravaganza		
3-Sep	EMU Campus Community	DCI	Explore EMyoU		
3-Sep	EMU Campus Community	DCI	Fajita Fest		
4-Sep	EMU Community/New Students/Family/Friends	DCI	Community Plunge		
Sep 18 - Oct 30	EMU and surrounding campus community	CMA/NASO	FREE Anishinaabemowin Language Meetings	Classes conducted by Howard Kimewon teaching native Ojibawe	20
19-Sep	EMU and surrounding campus community	LSA/CMA/ <b>HPHP</b>	Hispanic Heritage Month Kick-off	Opening event for Hispanic Heritage Month Celebration	80
25-Sep	EMU and surrounding campus community	LSA/CMA	Hispanic/Latino Food Demonstration	Event to taste different foods from various Latin American and Mexican regions	40
27-Sep	EMU and surrounding campus community	LSA/CMA/ Campus Life	Hispanic Heritage Month Movie Night	Featured film: "Mad Hot Ballroom"	56
4-Oct	EMU and surrounding campus community	LSA/CMA	An Evening with Pablo Davis	World Renown artist and activist	50
13-Oct	EMU and surrounding campus community	LSA/CMA / Latino Alumni/ <b>HPHP</b>	Hispanic Heritage Month Closing Ceremony	Closing Ceremony for Hispanic Heritage Month & Scholarship Award presentation	85
18-Oct	EMU and surrounding campus community	CMA/LGBTRC/ UHS/APhIA	"Truth, Lies & Myths": A Down Low Discussion with Charles Pugh	Lecture discussing the phenomenon of men who sleep with other men and continue in heterosexual relationships	75
5-Nov	EMU and surrounding campus community	DCI/CMA, Campus Life <b>English Dept</b>	Sherman Alexi Lecture		800
9-Nov	EMU and surrounding campus community	CMA/NASO	Native American Fall Feast		78
13-Nov	EMU and surrounding campus community	CMA/NASO	Movie Night: "Pow Wow Highway"		3
29-Nov	EMU and surrounding campus community	CMA/NASO	Native American Closing Ceremony	Performance by "Snow Birds": Storytellers and Singers	55
21-Jan	EMU and surrounding campus community	CMA/DCI/ Campus Life/ <b>EMU Music Dept.</b>	MLK Annual President's Luncheon	Keynote Speaker: Jeff Johnson	550
4-Feb	EMU and surrounding campus community	CMA/AAS Dept./ EMUBA/OGR	Black History Month Kick-Off	CMA's official opening event of Black History Month	33
6-Feb	EMU and surrounding campus community	CMA/AAS Dept./ EMUBA/OGR/DCI	Black History Month Marketing Table	Tabling event to inform public of BHM events	20

11-Feb	EMU and surrounding campus community	CMA/Campus Life/DCI/ Student Center	N*gger,Web*ck, Ch*nk: A Race Play	Performance	<b>285</b>
13-Feb	EMU and surrounding campus community	CMA	N*W*C Follow-up discussion	Informal afternoon lunch series addressing various topics:	<b>7</b>
16-Feb	EMU and surrounding campus community	CMA/Stone School High School/AAS	Black History Month Community Service Project	Trip to the Charles H. Wright Museum of African American History	<b>21</b>
18-Feb	EMU and surrounding campus community	CMA/AAS Dept./EMUBA/OGR	Parallels of Racial Injustice in the 1960's and 2000's	Keynote Address by Scholar Dr. Ahmad Rahman	<b>70</b>
19-Feb	EMU and surrounding campus community	CMA/Holy Cross Children's Services	Black History Month Program	Presentation: Engaging the Process of your Life	<b>100</b>
19-Feb	EMU and surrounding campus community	CMA/OGR/AAS/EMUBA/DCI	"The Last Poets"	Classic Spoken Word and poetry to Hip-Hop	<b>73</b>
20-Feb	EMU and surrounding campus community	CMA/YBBW/ <b>Eng &amp; Lit</b> /EMU Athletics	And Still We Rise.... Phenomonal Black Women Empowering Our Future	Panel Discussion addressing issues pertaining to African American Women	<b>34</b>
21-Feb	EMU and surrounding campus community	CMA/AAS/EMUBA/DCI/OGR/StudCtr/ <b>Music dept</b>	Black History Month Closing Ceremony	CMA's official closing to Black History Month	<b>64</b>
21-Feb	EMU and surrounding campus community	CMA/DCI/Stu.Ctr/Ypsi. District Library	Anchee Min Lecture		<b>53</b>
31-Mar	EMU and surrounding campus community	CMA/College of Ed/Lead & Coun/EMU Stu Ctr/OIS	Cultural Communication Patterns	Panel discussing communication patterns within various API communities	<b>63</b>
9-Apr	EMU and surrounding campus community	CMA/College of Ed/OIS/Student Ctr	"Letters From Iwo Jima"	Movie/Film	<b>3</b>
10-Apr	EMU and surrounding campus community	CMA/ACSA/Foreign& Bilingual Studies/OIS	Chinese Language Calligraphy	Chinese writing demonstration	<b>15</b>
16-Apr	EMU and surrounding campus community	CMA/OIS/College of Education/Student Ctr	"Flags of our Fathers"	Movie/Film	<b>2</b>
17-Apr	EMU and surrounding campus community	CMA/ LGBT Resource Ctr	"For the Bible Tells Me So"	Movie/Film	<b>33</b>
19-Apr	EMU and surrounding campus community	CMA/CTA/EMU Student Ctr	"Mountains, Monsters, Sea: Legends of Taiwan	Children's theatre production/ Storytellers	<b>85</b>

**AFFIRMATIVE ACTION PLAN  
For VETERANS  
And  
INDIVIDUALS WITH DISABILITIES**

**Eastern Michigan University  
Ypsilanti, MI**

**2008-2009**

**Office of Diversity and Affirmative Action  
11 Welch Hall  
Ypsilanti, MI 48197  
734.487.1166  
[www.emich.edu/diversity](http://www.emich.edu/diversity)**

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**AFFIRMATIVE ACTION PLAN FOR VETERANS  
AND  
INDIVIDUALS WITH DISABILITIES**

**I. STATEMENT OF PURPOSE**

**A. Purpose and Applicability of the Affirmative Action Plan for Veterans and Individuals with Disabilities (41 CFR 60 – 250.1 – Veterans 41 CFR 60 – 741.1)**

1. Purpose

The Federal Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA) require that government contractors employ and advance in employment qualified individuals with disabilities, special disabled veterans, and other covered veterans. Unlike the Affirmative Action Plan for Women and Minorities, there are no formal numerical goal-setting requirements or timetables under the disabled and veteran's regulations. The Affirmative Action Plan for Veterans and Individuals with Disabilities must be made available to any employee or applicant for employment upon request (41 CFR 60 –74.44).

The purpose of Eastern Michigan University's Affirmative Action Plan for Veterans and Individuals with Disabilities is to reaffirm the University's commitment to the principles of equal employment opportunity. In addition, the plan enables the university to monitor and evaluate its employment practices to ensure that they are free of bias and discrimination based upon veterans' status and disability. It also serves as a vehicle for providing relevant information to the University community regarding the development, analysis, enforcement, evaluation, dissemination and monitoring of the University's commitment to outreach and equal employment opportunity for veterans and persons with disabilities.

2. Access to Plan

Eastern Michigan University audits and revises this plan annually. It is available for inspection Monday through Friday from 8 a.m. to noon and 1 to 5 p.m. in the Office of Diversity and Affirmative Action, 11 Welch Hall, Eastern Michigan University, Ypsilanti, Michigan 48197. Copies of the plan are housed in Halle Library. The annual audit of the plan is available for viewing on the Diversity and Affirmative Action Web site: [www.emich.edu/diversity](http://www.emich.edu/diversity)

For additional information regarding EMU's Affirmative Action Plan for Veterans and Individuals with Disabilities, contact the Office of Diversity and Affirmative Action at 734.487.1166.

### 3. Applicability

The Affirmative Action Plan applies to the operations of all units under the supervision of the Board of Regents and the President of Eastern Michigan University, Ypsilanti, Michigan.

## **B. Definitions**

**Special Disabled Veteran:** A veteran who is entitled to compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more; or rated at 10 or 20 percent, if it has been determined that the individual has a serious employment disability; or, a person who was discharged or released from active duty because of a service-connected disability.

**Veteran of the Vietnam Era:** A veteran who 1) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, was discharged or released with other than a dishonorable discharge; 2) was discharged or released from active duty for a service connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975; or 3) served on active duty for more than 180 days and served in the Republic of Vietnam between February 28, 1961 and May 7, 1975.

**Essential Functions of a Job:** The term essential functions means fundamental job duties of the employment position the special disabled veteran or person with disability holds or desires. The term essential function does not include the marginal functions of the position.

**Reasonable Accommodation:** A reasonable accommodation is a modification or adjustment to the application process, a job, the work environment or the way things are usually done that enables a qualified individual with a disability to enjoy an equal employment opportunity. It should not impose an undue hardship on the employer.

**Undue Hardship:** An undue hardship means, with respect to the provisions of an accommodation, significant difficulty or expense incurred by the employer.

**Qualification Standards:** These are the personal and professional attributes including the skill, experience, education, physical, medical, safety and other requirements which an individual must meet in order to be eligible for the position held or desired.

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

**Individual with a Disability:** An individual who 1) has a physical or mental impairment that substantially limits one or more major life activities; 2) has a record of such impairment; or 3) is regarded as having such impairment.

**Qualified Individual with a Disability:** A person who satisfies the requisite skills, experience, education, and other job-related requirements of the employment position that such individual holds or desires and who, with or without reasonable accommodations, can perform the essential functions of such position.

### **C. Equal Employment Opportunities Objectives**

Eastern Michigan University supports these employment objectives with regards to veterans and persons with disabilities.

1. To conduct all employment activities, including but not limited to recruiting, hiring, training and promoting in all job classifications without regard to veteran status and disability.
2. To ensure that all criteria for all personnel actions, including recruitment, hiring, promotion, granting of tenure, compensation, employee benefits, University sponsored education, selection for education, tuition assistance, recreation programs, transfer, demotion, layoff, return from layoff, discipline, termination, all other terms, conditions and privileges of employment, are job-related and realistic.
3. To vigorously apply the principles of equal employment opportunity to correct problems and ensure equal employment opportunity for veterans and/or individuals with disabilities.

## D. Legal Basis

Discrimination, whether intentional or not, is prohibited by law. The legal authority in this area is summarized as follows:

<b><u>Federal</u></b>		
<b>Basis</b>	<b>Description</b>	<b>Enforcing Agency</b>
Executive Order 11246 (As amended by Executive Order 11375)	Nondiscrimination and affirmative action in employment for federal contractors on the basis of race, color, religion, sex, national origin.	Department of Labor (DOL)
Title VII of the Civil Rights Act of 1964 (as amended by the Civil Rights Act of 1991)	Nondiscrimination in employment on the basis of race, color, national origin, religion, sex.	Equal Employment Opportunity Commission (EEOC)
Title VI of the Civil Rights Act of 1964.	Nondiscrimination in education on the basis of race, sex, national origin.	Department of Education (DED)
Equal Pay Act of 1963	Nondiscrimination in wages on the basis of sex.	EEOC
Title IX of the Education Amendments of 1972	Nondiscrimination in education on the basis of sex.	DED
Age Discrimination in Employment Act of 1967	Nondiscrimination in employment on the basis of age.	EEOC
Vietnam Era Veterans Readjustment Assistance Act of 1974	Nondiscrimination and affirmative action in employment on the basis of status as a Vietnam era veteran or Disabled Veteran.	DOL
Sections 503 and 504 of the Rehabilitation Act of 1973.	Nondiscrimination on the basis of disability in employment and education, affirmative action in employment for disabled persons.	DED, DOL
Americans with Disabilities Act 1990	Nondiscrimination on the basis of disability.	EEOC
<b><u>State</u></b>		
Elliott- Larsen Civil Rights Act of 1977	Nondiscrimination on the basis of religion, color, sex, disability, national origin, race or ancestry.	Michigan Department of Civil Rights
Michigan Persons with Disabilities Act 1977	Prohibits discrimination based upon disability.	Michigan Department of Civil Rights

## **II. REAFFIRMATION OF POLICY**

At its meeting on October 3, 1966, the Board of Regents affirmed the University's commitment to the principles of equal opportunity. It approved a civil rights statement that provides in part:

"Eastern Michigan University shall not discriminate against any person because of race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap as provided for and to the extent required by state and federal statute."

At its meeting on May 16, 1973 the Board of Regents reaffirmed its commitment to equal opportunity by approving the "Equal Employment Opportunity/Affirmative Action Policy. The policy provides in part:

"It is the policy of Eastern Michigan University, in recognition of the essential rights of all employees and applicants as individuals, to recruit and hire in all job classifications without regard to race, color, religion, creed, sex, age, national origin, ancestry, marital status or handicap as provided for and to the extent required by state and federal statutes."

At its meeting on January 23, 1996, the Board of Regents added the following:

"Finally, it is the policy of the University to recruit, hire and take other personnel actions in all job classifications without regard to sexual orientation."

On March 20, 2007, it was recommended that the Board of Regents approve revisions to the Preamble to the Bylaws of EMU's Board of Regents, the EMU Civil Rights policy and the EMU Equal Employment Opportunity/ Affirmative Action policy. It was approved that the inclusion of gender identity or expression in the University's nondiscrimination clauses reinforces Eastern Michigan University's commitment to diversity and inclusion.

### III. INTERNAL AND EXTERNAL DISSEMINATION

#### A. Internal Dissemination

##### 1. Published Documents and Postings

The Office of Diversity and Affirmative Action prepares the annual Affirmative Action Audit and Plan for review by the President. Following the administration's review, the materials are presented to the Board of Regents for review and reaffirmation.

The President conveys the Affirmative Action Policy and Plan to the campus community with specific distributions to the vice presidents, directors, deans, department heads, program directors, the Women's Commission and the University Diversity Council. The administrators are responsible for notifying their employees of the contents and availability of the materials on campus.

The University includes statements of nondiscrimination in collective bargaining agreements and reviews proposed contract provisions to ensure they are nondiscriminatory.

Periodically, the policy is publicized in *Focus EMU Online* (a faculty/staff publication), the *Eastern Echo* (the student newspaper), on *WEMU-FM* (the campus radio station). Effective June 2002, the policy and the Affirmative Action Audit was placed on the EMU Diversity and Affirmative Action web site:

[www.emich.edu/diversity](http://www.emich.edu/diversity)

##### 2. Program and Presentation

The President and senior administrative staff periodically emphasize this policy in meetings with top administrators, deans, department heads, directors, faculty and staff advisory groups.

The University communicates the policy to new employees during orientation and to other members of the campus as appropriate through training and educational programs.

Representatives of the Office of Staff Human Resources, the Office of Academic Human Resources and the Office of Diversity and Affirmative Action review the Affirmative Action Plan and utilization goals with search/screening committees and hiring authorities as part of the recruitment and hiring process.

The Office of Diversity and Affirmative Action conducts professional development programs with senior administrators and supervisory personnel to explain the intent of policy and individual responsibility for effective implementation, making clear

the President's attitude and commitment to the principle of equal opportunity employment practices.

The Office of Diversity and Affirmative Action, at the invitation of administrators and supervisors, reviews the policy with various groups of employees and explains individual employee responsibilities concerning the Affirmative Action Plan.

The Affirmative Action Audit and the Affirmative Action Plan are distributed, reviewed, and discussed annually with appropriate administrators at the University and are utilized in affirmative action education programs presented by the Office of Diversity and Affirmative Action.

Eastern Michigan University's Marketing and Communications Department ensures that veterans and individuals with disabilities are represented in advertising and promotional materials.

The University publishes articles covering equal employment opportunity programs and the achievements of veteran's and individuals with disabilities who are faculty, staff, and students in University publications.

## **B. External Dissemination**

### **1. Advertisements and Notices**

The University communicates its commitment to equal employment opportunity and affirmative action through recruitment advertisements and contact materials such as applications, electronic advertisements and posting boards. Each advertisement of a vacant position placed by the University states the following sentence or an equivalent phrase in clear distinguishable type:

**“Eastern Michigan University is an affirmative action/equal opportunity employer and strongly encourages veterans and applicants with disabilities to consider this opportunity.”**

The University informs recruiting sources of its policy and commitment to Equal Employment Opportunity and Affirmative Action and requests qualified veterans and individuals with disabilities be referred for openings.

The Purchasing Department sends written notification of the policy, including the equal opportunity clause, to subcontractors, vendors and suppliers who provide services or supplies to the institution.

The Physical Plant includes the policy and equal opportunity clause into the general conditions of all contracts that are open for bid for construction, rehabilitation, alteration, conversion, renovation, extension or repair of buildings, roadways or other real property.

Copies of the policy are made available to the Office of Research Development as needed for grant applications and certifications. The University ensures its policies and programs are shared with organizations representing the interests of protected classes.

2. Other Methods

The Director of Diversity and Affirmative Action communicates with organizations representing minorities, women, persons with disabilities, Vietnam era and disabled veterans, community agencies and leaders about the Affirmative Action Plan and the University policies regarding Equal Employment Opportunity and Affirmative Action.

Affirmative Action information is available at the Office of Diversity and Affirmative Action web site: <http://www.emich.edu/diversity>

University and University-related publications and public radio programming periodically include articles on employees who are veterans and individuals with disabilities along with activities related to the affirmative action program.

#### **IV. IMPLEMENTATION AND RESPONSIBILITY**

The President has ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive high priority. The President regularly states his commitment to affirmative action and equal employment opportunity.

Regarding implementation, the Equal Employment Opportunity Affirmative Action policy states:

“The President of Eastern Michigan University is responsible for the overall implementation of this program. However, each vice president, dean, director, department head, and other supervisory personnel has specific responsibility for developing and implementing the program in relation to recruitment, employment, promotion, salary progression within his or her functional areas of responsibility. These individuals shall be evaluated on the basis of their performance in the implementation of the University’s equal employment opportunity and affirmative action policies by their immediate supervisors.”

Vice Presidents are responsible for integrating equal opportunity and affirmative action principles and objectives into all employment-related decisions within their area of responsibility. They are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with the University’s affirmative action program in both procedure and outcome. They are also responsible for reviewing the qualifications of applicants and reasons for selection ensuring that veterans and individuals with disabilities are given equal opportunities for hire and promotion.

Directors, Deans and Department Heads are responsible for promoting the University’s policies and practices regarding equal employment opportunity and affirmative action for veterans and individuals with disabilities.

The Director of Diversity and Affirmative Action, is responsible for developing, coordinating, and maintaining an annual Affirmative Action Plan for Veterans and Individuals with Disabilities. The Director should also serve as a consultant for administrators and search committees with regards to the Affirmative Action Plan for Veterans and Individuals with Disabilities.

## **V. IDENTIFICATION OF PROBLEM AREAS AND RECOMMENDED ACTIONS**

In compliance with Section 503 of the Rehabilitation Act and the Vietnam Era Veteran's Readjustment Act, an annual audit of the **University's Affirmative Action Plan for Veterans and Individuals with Disabilities** is conducted.

### **A. Review and Selection Process**

Eastern Michigan University complies with the Uniform Guidelines of Employee Selection Procedures. The compliance with these guidelines is monitored by the Office of Staff Human Resources and the Office of Academic Human Resources. The Office of Diversity and Affirmative Action may serve as a consultant in this review process. Hiring authorities are told that only job-related, non-discriminatory factors should be considered in making employment decisions. Veterans and persons with disabilities who apply should be considered. Hiring authorities are also told of the need to take corrective action when adverse impact on veterans and individuals with disabilities is found in the recruitment and selection process.

#### 1. Job Requirements and Descriptions

The Office of Staff Human Resources and the Office of Academic Human Resources review all physical and/or mental job qualification requirements when positions are submitted for review to ensure that, to the extent qualification requirements tend to screen out qualified individuals with disabilities, they are job-related and are consistent with business necessity and the safe performance of the job. The Office of Diversity and Affirmative Action may serve as a consultant in this review process.

#### 2. Referral Procedures

The Office of Staff Human Resources and the Office of Academic Human Resources should refer the credentials of qualified applicants to the hiring authority.

#### 3. Medical Examinations and Inquiries

##### a) Pre-employment

It is unlawful for the employer to require a medical examination of an applicant or to make inquiries as to whether an applicant is an individual with a disability or as to the nature or severity of such disability. However, the employer may make pre-employment inquiries into the ability of an applicant to perform job-related functions, or may ask an applicant to describe or to demonstrate how, with or without reasonable accommodations; the applicant should be able to perform job-related functions.

b) Post-employment

The University may require a medical examination of an employee that is job-related and consistent with business necessity. The University also may make inquiries of an employee's ability to perform job-related functions.

**Finding:** Eastern Michigan University does not require a medical examination prior to extending a tentative job offer to an applicant.

**Recommended Action:** None recommended.

**B. Outreach**

1. Appropriateness of Outreach

The Office of Staff Human Resources and the Office of Academic Human Resources are responsible for coordinating advertising designed to reach out to veterans and persons with disabilities. Employment opportunities are publicized in a variety of media.

Eastern Michigan University employment job postings encourage qualified veterans and persons with disabilities to apply for employment opportunities and clearly indicate that accommodations and physical access should be ensured to everyone. University guidelines for effective recruitment of members of these groups include but are not limited to the following:

- Hiring Authorities must consider an applicant in terms of the applicant's qualifications for and ability to perform the essential functions of the job with or without reasonable accommodations.
- Individuals with disabilities who cannot perform the essential functions of the job, with or without a reasonable accommodation, are not qualified.
- Veterans and individuals with disabilities who apply for positions are given the opportunity to request reasonable accommodations/alternative format statements.
- Any determination of disability shall be accorded the confidentiality of other medical data and shall not be used to exclude a qualified individual with a disability.
- The Office of Diversity and Affirmative Action may be consulted to assist in accommodations being considered by the hiring authority that involve analyzing and restructuring jobs for qualified applicants with disabilities.

2. Review of Sources

The Office of Diversity and Affirmative Action maintains resources to assist hiring authorities in their efforts to establish diverse recruitment pools that include

veterans and individuals with disabilities. Hiring authorities, however, are ultimately responsible for implementing this affirmative action plan.

**Findings:**

- The Office of Staff Human Resources and the Office of Academic Human Resources have been asked to send copies of all job announcements to the local Veterans' Affairs Office.
- Currently, resources for recruiting veterans and individuals with disabilities do not exist.
- A comprehensive recruitment plan for veterans and individuals with disabilities is not currently used.

**Recommended Actions:**

- Resources for doing outreach to veterans and individuals with disabilities should be updated and made available to hiring authorities.
- A comprehensive outreach plan for veterans and individuals with disabilities should be developed and implemented.
- Training programs for hiring authorities should include information regarding the recruitment and hiring of veterans and individuals with disabilities.

**C. Education**

All educational programs offered through Eastern Michigan University are open to participation by veterans and individuals with disabilities.

**Finding:**

- An analysis of educational opportunities was not completed during the past year.

**Recommended Actions:**

- A protocol for developing a system for generating an annual report of the types of education opportunities offered to employees should be developed.
- The Office of Staff Human Resources and the Office of Academic Human Resources should generate annual reports detailing the types of education opportunities offered through their departments and attendance at those sessions.

#### **D. Complaint Procedure**

Applicants and employees shall not be subjected to harassment, intimidation, threats, coercion or discrimination because of their status as a veteran and/or an individual with disabilities. Nor shall an applicant or an employee be subjected to harassment, intimidation, threats, coercion or discrimination because he/she filed a complaint or participated in any way in the filing of a complaint.

##### **Findings:**

- All Collective Bargaining Agreements contain procedures for filing a complaint. There is a similar complaint process for non-bargained employees.
- The Office of Diversity and Affirmative Action monitors complaints and requests for assistance.
- Trends and other significant matters are reported to the appropriate university officials.

##### **Recommended Actions:**

- The Office of Diversity and Affirmative Action should conduct training sessions on managing complaints for faculty and staff.

#### **E. Contract Compliance**

Eastern Michigan University informs all contractors, vendors and suppliers of its affirmative action policy.

##### **Finding:**

- A complete record of how and when contractors, vendors, and suppliers were informed of the University's affirmative action policy is not currently available.

##### **Recommended Action:**

- A formal method for tracking data regarding the notification of its contractors, vendors, and suppliers should be developed.

#### **F. Veterans' Employment Report**

The Veterans' Employment Report (VETS-100) is completed annually by the Staff Human Resources Office.