



## AAP Executive Summary

Office of University Human Resources  
311 King Hall (Temporary Location), Ypsilanti, MI 48197  
Phone: (734) 487-3430  
[www.emich.edu/human-resources/working/diversity](http://www.emich.edu/human-resources/working/diversity)

### Introduction

This report summarizes the 2023 Eastern Michigan University (EMU) Affirmative Action Plans (AAP) for Women and Minorities, Veterans, and Individuals with Disabilities (IWDs). Transactions, which represent the summaries included in this report, were reflective of personnel transactions from September 20, 2022 through September 19, 2023.

Eastern Michigan University is required to practice affirmative action as governed by our status as a federal contractor. The Office for Federal Contract Compliance Programs (OFCCP) ensures that businesses with contracts of at least \$10,000 with the Federal government do not discriminate and that they take affirmative action in hiring.

This mission creates a number of different (and detailed) requirements, such as:

- The development of a written affirmative action plan
- The creation of an internal audit and reporting system
- The posting of several notices of non-discrimination and employees' rights under the laws as overseen by the OFCCP

The Affirmative Action Audit is presented to the Board of Regents annually in accordance with federal requirements as a federal contractor. The audit gives an overview and provides an analysis of the University's workforce with special emphasis on the percentages of women, minorities, veterans, and individuals with disabilities as compared to the labor market.

### Purpose

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. 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 females, 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 females 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 females 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 females and minorities in areas where they are

underutilized. Hiring goals must be established for females and minorities in those job groups where they are underrepresented.

**EMU Workforce and Comparisons**

As of the data capture date for the September 19, 2023 AAP, EMU had a total of 1,439 employees with 757 (53%) female employees and 366 (25%) minority employees (as defined by federal laws/regulations) included in the plan. As one of the diagnostic components of Eastern Michigan University’s AAP, and to conform to applicable regulations, the University has completed a profile of the workforce at the Ypsilanti, Michigan establishment. The organizational profile is an overview of the staffing patterns at this establishment, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race.

<b>EMU Total Workforce</b>					
<i>As of September 19, 2023 (percentages rounded from nearest .50)</i>					
		<b>Females</b>		<b>Minorities</b>	
	<b>Total</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Faculty/Instructional	579	295	51%	146	25%
Staff	860	462	54%	220	26%
<b>Total</b>	<b>1,439</b>	<b>757</b>	<b>53%</b>	<b>366</b>	<b>25%</b>

*Note: Regular & full time; not seasonal or temporary*

<b>Minority Groups- % of Total Workforce</b>					
<b>Black/African American</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian/Alaskan Native</b>	<b>Native Hawaiian/Pacific Islander</b>	<b>Two or More Races</b>
10.9%	4.6%	7.2%	<1%	<1%	2.2%

Summary of Changes Since Last Affirmative Action Plan:

- The total employee population decreased from 1,449 to 1,439. (1%).
- The percentage of total employees who identified as female remained unchanged from the prior year both on an overall basis and between faculty/instructional and staff groups.
- The percentage of total employees who identified as minorities per federal laws/regulations increased from 24% to 25% despite the decrease in overall employees. This increase was primarily due to an increase in minority representation amongst instructional employees.
- There was a demonstrable increase in employees identifying as “Hispanic” from 2.5% of the workforce to 4.6% of the workforce. While there was a slight decrease in employees identifying as

“Black/African American” from 11.3% to 10.9%, this was partially offset by an increase in employees identifying as “Two or More Races” from 1.9% to 2.2%.

**Student to Workforce  
Race and Ethnicity Comparison\***

EMU	Total	White	Total Minorities
Total Workforce (as of 9/19/2023)	1,439	1,073	25%
Total Students (as of Fall 2022 Databook)	14,048	8286	41%

**Employment Activities**

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

<b>Employment Activities</b> <i>(September 20, 2022 to September 19, 2023)</i>				
Total Workforce	Employed Rate (Total EMU) (9/20/23)	New Hire Rate (Total EMU)	Separation Rate (Total EMU)	Promotion Rate (Total EMU)
<b>Total</b>	<b>1,439</b>	<b>135</b>	<b>143</b>	<b>132</b>
<b>Females</b>	<b>757</b> (53%)	<b>71</b> (53%)	<b>81</b> (57%)	<b>62</b> (47%)
<b>Minorities</b>	<b>366</b> (25%)	<b>61</b> (45%)	<b>50</b> (35%)	<b>38</b> (29%)

**Females**

***Strengths:***

- New hire rate for females is on pace with the incumbency rate (53%).
- The separation rate for females decreased from 58% to 57%.
- The University met its placement goal for recruiting females into the Professor job group.

**Challenges:**

- The promotion rate for females dipped slightly from 49% to 47% but was still higher than the 45% reflected in the 2021 plan year.
- Additional efforts need to be made to attract and recruit females into certain job groups, and in particular, the Athletics Professionals and Maintenance/Grounds job groups.

**Minorities**

**Strengths:**

- The new hire rate for minorities grew to 45% and continues to outpace the incumbency rate evidencing diversification trends.
- The promotion rate increased from 25% to 29%.
- The University met or exceeded its plan year placement goals in the Academic Professionals job group. This is important because this job group often feeds into leadership job groups in academics and general administration.

**Challenges:**

- There was a continued uptick in the minority separation rate from 26% to 35% indicating that some work around retention may be helpful particularly as the overall labor market remains extremely competitive for talent.
- The University needs to continue its efforts to attract and recruit qualified minorities into the Lecturer job group. That being said, some improvements were made relative to the hiring of employees who have identified as Hispanic.

**Placement Goals**

EMU has established placement goals where the actual representation of females or minorities in a job group is less than would be reasonably expected based on calculated availability. Placement goals are used to measure progress toward achieving equal employment opportunity. EMU places each job in one of 25 job groups.<sup>1</sup> There are 2 job groups with placement goals for minorities and 3 job group with placement goals for females.

The job groups with placement goals for minorities are as follows:

<b>Job Group#</b>	<b>Job Group Name</b>	<b>Total Employees</b>	<b>Total Minority Employees</b>	<b>Utilization%</b>	<b>Availability%</b>
201	Professors	255	52	20%	27%
204	Lecturers	78	9	12%	35%

The job groups with placement goals for women is as follows:

<b>Job Group#</b>	<b>Job Group Name</b>	<b>Total Employees</b>	<b>Total Female Employees</b>	<b>Utilization%</b>	<b>Availability%</b>
201	Professors	255	115	45%	54%
306	Athletic Professionals	74	23	31%	54%
702	Maintenance and Grounds Wkrs.	26	1	4%	26%

EMU has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to achieve the established goals by implementing action-oriented programs noted in the Next Steps section.

**Employment of Veterans and Individuals with Disabilities (IWDs)**

Effective March 24, 2014, the U.S. Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) issued Final Rules that made significant changes to affirmative action programs for veterans and individuals with disabilities. The OFCCP established an overall hiring benchmark of 5.5% for veterans, and a 7% utilization goal for the employment of qualified IWDs for each job group in the University’s workforce. EMU failed to meet the established benchmark for Veterans during the plan although the institution did hire 2 individuals who identified as veterans which represented a 100% improvement over the prior year. The utilization goal for IWDs was obtained in 0 job groups of the 25 job groups used in this plan.

During this plan year, the University hired 5 applicants who identified as “Individuals with Disabilities”. Of the 25 job groups, 14 job groups are represented by employees with a known disability.

**Next Steps**

In an effort to continue our progress towards attracting a workforce inclusive of Minorities, Females, Veterans, and IWDs, EMU will focus on the following action-oriented recommendations to correct any problem areas identified in the annual Affirmative Action Plans for Females and Minorities, Veterans, and IWDs.

- Increased compliance focus on monitoring, documenting and assessing recruitment and outreach. Specific areas of focus will be:
  - Recruitment and outreach efforts in partnership with organizations that support veterans and individuals with disabilities;
  - Recruitment and outreach efforts in partnership with organizations that support minorities and women with a particular focus on the job groups with placement goals.
- Incorporate diversity touchpoints throughout the recruitment process to ensure pools contain a diverse pool of qualified applicants.

- Development and deployment of internal training efforts to eliminate unconscious bias and encourage practices which support the attraction and recruitment of candidates from underutilized groups.
- Dissemination of affirmative action data to key leaders and search committees in order to affectively recruit to those job groups and divisions where placement goals exist.

---

<sup>i</sup> In some prior years, EMU has split out instructional employees by discipline. By doing so, several job groups were created that had a statistically insignificant sample size. In future years, we may opt to group instructional disciplines as separate job groups if the structure can be designed in a way that would yield statistically reliable information.