

BOARD OF REGENTS

EASTERN MICHIGAN UNIVERSITY

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| 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

Date 2-12-09

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:

| | |
|----|---|
| | Charts: Total Workforce as of 9/19/08 |
| 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) |
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| | <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 | | Females | | Minorities | |
|----------------------------------|-----------------|--------------|--------------|------------|--------------|
| Divisions | Total Employees | 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% |
| TOTAL WORKFORCE | 1,934 | 1,032 | 53.4% | 376 | 19.4% |

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

| 9/19/08 Workforce | Total | Females | Minorities |
|--------------------------|--------------|----------------|-------------------|
| 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% |
| Total Workforce | 1,934 | 1,032 | 376 |
| | | 53.4% | 19.4% |

- 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:

| Year | Total Workforce | Total Female | Total Minority | Black | Hisp | Asian Amer | Native Amer |
|-------------|------------------------|---------------------|-----------------------|--------------|-------------|-------------------|--------------------|
| 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

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|---|
| Summary of (Current) Affirmative Action Goals: (as of 9/19/08) |
|---|

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 – Recrutable 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.

| EEO Categories | Total # job groups | # Fem job groups underutil | # Blk job groups underutil | # Hisp job groups underutil | # OtherMin job groups Underutil |
|-------------------------------|---------------------------|-----------------------------------|-----------------------------------|------------------------------------|--|
| 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 |
| Total underutilization | 55 | 34 | 14 | 30 | 22 |

| EEO Categories | Total # job groups | % Fem job groups underutil | % Blk job groups underutil | % Hisp job groups underutil | % OtherMin job groups' Underutil |
|-------------------------------|---------------------------|-----------------------------------|-----------------------------------|------------------------------------|---|
| 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% |
| Total underutilization | 55 | 62% | 25% | 55% | 40% |

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|---|
| Progress Toward Goals: (based on <u>Starting Workforce of 9/20/07</u>) |
|---|

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.

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| Recommendations |
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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 | | Females | | Minorities | | Males | | | | | Females | | | | |
|----------------------------------|--------------|--------------|--------------|------------|--------------|--------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|-------------|
| | Total | 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 |
| Totals | 1,934 | 1,032 | 53.4% | 376 | 19.4% | 723 | 103 | 52 | 4 | 20 | 835 | 129 | 45 | 5 | 18 |
| | | | | | | 37.4% | 5.3% | 2.7% | 0.2% | 1.0% | 43.2% | 6.7% | 2.3% | 0.3% | 0.9% |

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 |
| Total Workforce | | 1,934 | 1,032 | 53.4% | 376 | 19.4% | 723 | 103 | 52 | 4 | 20 | 835 | 129 | 45 | 5 | 18 |
| | | | | | | | 37.4% | 5.3% | 2.7% | 0.2% | 1.0% | 43.2% | 6.7% | 2.3% | 0.3% | 0.9% |

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 |
| Total | | 1,934 | 53.4% | 12.0% | 2.0% | 5.5% | | | | | | | | | | | | |

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% | + | |
| Totals | | 1938 | 136 | 158 | 294 | # Groups Underutilized | 33 | 72 | 91 | 163 | 55.4% | | |
| Rate of Activities | | | 7.0% | 8.2% | 15.2% | | | | | | | | |

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% | | |
| | Totals | 1938 | 136 | 158 | 294 | # Groups Underutilized | 15 | 22 | 20 | 42 | 14.3% | | |
| | Rate of Activities | | 7.0% | 8.2% | 15.2% | | | | | | | | |

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 |
| | Totals | 1938 | 136 | 158 | 294 | # Groups Underutilized | 32 | 3 | 4 | 7 | 2.4% | | |
| | Rate of Activities | | 7.0% | 8.2% | 15.2% | | | | | | | | |

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 |
| | Totals | 1938 | 136 | 158 | 294 | # Groups Underutilized | 23 | 7 | 8 | 15 | 5.1% | | |
| | Rate of Activities | | 7.0% | 8.2% | 15.2% | | | | | | | | |

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

| | | | | APPLICANTS WHO SELF IDENTIFIED | | | | | | | | | | | | | | | |
|-----------|---------------------------------------|------------------|----------------------|--------------------------------|---------|--------|------------|--------|-------|----|----|----|----|---------|----|----|----|----|-----------------------|
| Job Grp # | Job Group Name | Total Applicants | Appl Rate of Self-ID | Tot Appl who Self-ID | Females | | Minorities | | Males | | | | | Females | | | | | Unknown (gender/race) |
| | | | | | Total# | Total% | Total# | Total% | WM | BM | AM | NM | HM | WF | BF | AF | NF | HF | |
| 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

| | | | | APPLICANTS WHO SELF IDENTIFIED | | | | | | | | | | | | | | | |
|-----------|-----------------------------------|------------------|----------------------|--------------------------------|---------|--------|------------|--------|-------|-------|------|------|------|---------|-------|------|------|------|-----------------------|
| Job Grp # | Job Group Name | Total Applicants | Appl Rate of Self-ID | Tot Appl who Self-ID | Females | | Minorities | | Males | | | | | Females | | | | | Unknown (gender/race) |
| | | | | | Total# | Total% | Total# | Total% | WM | BM | AM | NM | HM | WF | BF | AF | NF | HF | |
| 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 |
| Total | | 10776 | 72% | 7777 | 4003 | 51.5% | 2706 | 34.8% | 2538 | 834 | 128 | 43 | 231 | 2533 | 1120 | 147 | 29 | 174 | 2999 |
| | | | | | | | | | 32.6% | 10.7% | 1.6% | 0.6% | 3.0% | 32.6% | 14.4% | 1.9% | 0.4% | 2.2% | |

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

Printed: 01/28/2009

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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 |
| 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 |
| 301 | Academic Professionals | 4 | 3 | 75.0% | 0 | 0.0% | 1 | 0 | 0 | 0 | 0 | 3 | 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 |
| 303 | Operations & Admin Professionals | 12 | 10 | 83.3% | 1 | 8.3% | 2 | 0 | 0 | 0 | 0 | 9 | 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 |
| 305 | Health Professionals | 2 | 2 | 100.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| 306 | Athletic Professionals | 11 | 1 | 9.1% | 1 | 9.1% | 9 | 1 | 0 | 0 | 0 | 1 | 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 |
| 402 | Secretaries Levels 3-4 | 4 | 3 | 75.0% | 0 | 0.0% | 1 | 0 | 0 | 0 | 0 | 3 | 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 |
| 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 |
| 502 | Computer & Science Technicians | 2 | 2 | 100.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| 601 | Skilled Workers | 4 | 0 | 0.0% | 0 | 0.0% | 4 | 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 |
| 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 |
| 704 | Food Service Workers | 1 | 1 | 100.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Total: New Hires | | 136 | 72 | 53.0% | 32 | 23.5% | 51 | 11 | 1 | 0 | 1 | 53 | 11 | 6 | 0 | 2 |
| | | | | | | | 37.5% | 8.1% | 0.7% | 0.0% | 0.7% | 39.0% | 8.1% | 4.4% | 0.0% | 1.5% |

10 - Employment Activities: Terminations

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 |
| | | | | | | | | | | | | | | | | |

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Ver 1.1.3

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 | | | | | | | | | | | | | | |
| Total: Terminations | | 140 | 78 | 56.0% | 23 | 16.4% | 55 | 6 | 1 | 0 | 0 | 62 | 9 | 7 | 0 | 0 |
| | | | | | | | 39.3% | 4.3% | 0.7% | 0.0% | 0.0% | 44.3% | 6.4% | 5.0% | 0.0% | 0.0% |

Printed: 01/28/2009

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

[illegible]

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 |
| 232 | School of Technology Studies Faculty | 1 | 0 | 0.0% | 0 | 0.0% | 1 | 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 |
| 301 | Academic Professionals | 12 | 8 | 66.7% | 5 | 41.7% | 1 | 2 | 0 | 0 | 1 | 6 | 2 | 0 | 0 | 0 |
| 302 | Student Service Professionals | 10 | 8 | 80.0% | 1 | 10.0% | 2 | 0 | 0 | 0 | 0 | 7 | 0 | 1 | 0 | 0 |
| 303 | Operations & Admin Professionals | 25 | 13 | 52.0% | 8 | 32.0% | 7 | 3 | 0 | 0 | 2 | 10 | 2 | 0 | 0 | 1 |
| 304 | Information Systems Professionals | 7 | 1 | 14.3% | 2 | 28.6% | 5 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 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 |
| 401 | Secretaries Levels 5-9 | 12 | 12 | 100.0% | 2 | 16.7% | 0 | 0 | 0 | 0 | 0 | 10 | 2 | 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 |
| 403 | Clericals Levels 5-9 | 5 | 5 | 100.0% | 2 | 40.0% | 0 | 0 | 0 | 0 | 0 | 3 | 2 | 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 |
| 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 |
| 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 |
| 703 | Custodial Workers | 1 | 1 | 100.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 1 | 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 |
| Total: Promotions | | 158 | 91 | 58.0% | 32 | 20.3% | 53 | 7 | 4 | 0 | 3 | 73 | 13 | 4 | 0 | 1 |
| | | | | | | | 33.5% | 4.4% | 2.5% | 0.0% | 1.9% | 46.2% | 8.2% | 2.5% | 0.0% | 0.6% |

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**

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.

University Executive Officer
Provost and Executive Vice President

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

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.¹
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.

¹ 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:

| Federal | | |
|--|--|--|
| Basis | Description | Enforcing Agency |
| 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 |
| State | | |
| 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)

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

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

| Job Group Number | Job Group Name |
|-------------------------|---|
| 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) 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/ HPHP | 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/ HPHP | 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 English Dept | 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/ EMU Music Dept. | 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, Wetb*ck, Ch*nk: A Race Play | Performance | 285 |
| 13-Feb | EMU and surrounding campus community | CMA | N*W*C Follow-up discussion | Informal afternoon lunch series addressing various topics: | 7 |
| 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 | 21 |
| 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 | 70 |
| 19-Feb | EMU and surrounding campus community | CMA/Holy Cross Children's Services | Black History Month Program | Presentation: Engaging the Process of your Life | 100 |
| 19-Feb | EMU and surrounding campus community | CMA/OGR/AAS/ EMUBA/DCI | "The Last Poets" | Classic Spoken Word and poetry to Hip-Hop | 73 |
| 20-Feb | EMU and surrounding campus community | CMA/YBBW/ Eng & Lit/ EMU Athletics | And Still We Rise.... Phenomenal Black Women Empowering Our Future | Panel Discussion addressing issues pertaining to African American Women | 34 |
| 21-Feb | EMU and surrounding campus community | CMA/AAS/EMUBA/DCI/OGR/StudCtr/ Music dept | Black History Month Closing Ceremony | CMA's official closing to Black History Month | 64 |
| 21-Feb | EMU and surrounding campus community | CMA/DCI/Stu.Ctr/ Ypsi. District Library | Anchee Min Lecture | | 53 |
| 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 | 63 |
| 9-Apr | EMU and surrounding campus community | CMA/College of Ed/ OIS/Student Ctr | "Letters From Iwo Jima" | Movie/Film | 3 |
| 10-Apr | EMU and surrounding campus community | CMA/ACSA/Foreign& Bilingual Studies/OIS | Chinese Language Calligraphy | Chinese writing demonstration | 15 |
| 16-Apr | EMU and surrounding campus community | CMA/OIS/College of Education/Student Ctr | "Flags of our Fathers" | Movie/Film | 2 |
| 17-Apr | EMU and surrounding campus community | CMA/ LGBT Resource Ctr | "For the Bible Tells Me So" | Movie/Film | 33 |
| 19-Apr | EMU and surrounding campus community | CMA/CTA/ EMU Student Ctr | "Mountains, Monsters, Sea: Legends of Taiwan | Children's theatre production/ Storytellers | 85 |

**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**

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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

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:

| <u>Federal</u> | | |
|--|---|--|
| Basis | Description | Enforcing Agency |
| 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 |
| <u>State</u> | | |
| 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

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.