



Affirmative Action Plan

Minorities and Women

October 2023 to September 2024

November 15, 2023

Dear Members of the Purdue University Community,

As president of Purdue University, it is my responsibility and privilege to reaffirm the university's unwavering commitment to Equal Opportunity, Equal Access, and Affirmative Action – all the principles as stated in the university policy of the same name. In making this statement, I echo the action of the Board of Trustees at its meeting on January 21, 1970:

The University is committed to maintaining an inclusive community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that variety among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Acts of discrimination against any individual or group are wrong because they foster intolerance, incivility, and intimidation. The University does not condone and will not tolerate discrimination, harassment or intimidation of any individual in the University community for any reason. The University, through its actions, seeks to assure all its members of their rights to protections from the harmful effects of discrimination. . . . [The] University promotes the full realization of equal employment opportunity through its affirmative action program.

The President of the University is charged with overall responsibility for nondiscrimination and equal opportunity.

In the half century since those words were affirmed by the Board of Trustees, the ideals on which they are based have been built upon with the issuance of the Nondiscrimination Policy Statement and several amendments. Purdue University prohibits discrimination on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. Because Purdue is a federal government contractor, we must develop and maintain a written affirmative action program regarding our employment practices.

The university's written affirmative action plans are updated and published on an annual basis. Each year, Purdue publishes the Affirmative Action Plan for Minorities and Women as well as the Affirmative Action Plan for Veterans and Individuals with Disabilities. The Executive Vice Presidents, Vice Presidents, Vice Provosts, Deans, Directors, and Heads of units are responsible for promoting equal employment opportunity and for making good faith efforts to achieve equal employment opportunity.

Purdue University's affirmative action program does not relate in any manner to the admission of students. Anyone seeking information regarding affirmative action in employment should consider reviewing the U.S. Department of Labor, Office of Federal Contract Compliance Program's website. Anyone seeking information concerning Purdue's Affirmative Action Programs should contact the Office of the Vice President for Ethics and Compliance by telephone, 765-494-5830, or by email, compliance@purdue.edu. The Office of the Vice President for Ethics and Compliance is located on the 10th floor of Ernest C. Young Hall, 155 S. Grant Street, West Lafayette, Indiana.

The Purdue community includes students, faculty, and staff from so many different backgrounds. We will continue to create a welcoming and supportive environment for all.

Ever grateful, ever true,



Mung Chiang
President

Roscoe H. George Distinguished Professor of Electrical and Computer Engineering

November 15, 2023

To All Members of the Purdue University Community:

The success of Purdue University's affirmative action program and policies of equal access and equal employment opportunity is dependent upon each of us. As Purdue's Equal Opportunity Officer, I have direct responsibility for ensuring that our equal access and equal opportunity employment policies are followed and the Affirmative Action Plans are implemented in good faith in accordance with the requirements of Executive Order 11246, as amended, the Rehabilitation Act of 1973, as amended, and 38 U.S.C. Section 4212, as well as the implementing regulations of each.

The University believes that adherence to its Affirmative Action Plans will enable our faculty, staff, and students to live and work in an inclusive environment. These Affirmative Action Plans cover policies and procedures necessary to make this happen, which include the following:

- ensuring that all employment decisions, including recruitment, hirings, terminations, promotions, and training, are made in accordance with federal and state laws, regulations and orders without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran;
- maintaining an environment where applicants and employees are not subject to discrimination, harassment, intimidation, threats, or coercion if they file a complaint, assist or participate in an investigation or any other activity related to the administration of these Plans, oppose any act or practice prohibited by the laws and regulations that govern these Plans, or exercise any other rights protected under the Plans' governing laws and regulations;
- educating employees and meeting regularly with supervisors and search committees regarding our equal access/equal employment opportunity and affirmative action policies; and
- distributing information about equal access/equal opportunity employment and affirmative action policies.

My department audits and monitors procedures, practices, and progress toward our goals and reports potential problems to me. The University will investigate circumstances of possible discrimination or harassment and will take appropriate action to correct any problems that may exist.

Thank you for your continued support of Purdue's quest for academic excellence and equitable treatment of all members of the Purdue community.

Very truly yours,



Alysa Christmas Rollock
Vice President for Ethics and Compliance

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I. STATEMENT OF PURPOSE

A. Purpose and Applicability of the Affirmative Action Plan (41 CFR 60-2.10(a))

1. Purpose

Because the University is a federal contractor it is required by federal law to develop a written affirmative action program to ensure equal employment opportunity. Federal regulations provide as follows:

An affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a contractor's workforce, generally, will reflect the gender, racial, and ethnic profile of the labor pools from which the contractor recruits and selects. Affirmative action programs contain a diagnostic component, which includes a number of quantitative analyses designed to evaluate the composition of the workforce and compare it to the composition of the relevant labor pools. Affirmative action programs also include action-oriented programs. If women and minorities are not being employed at a rate to be expected given their availability in the relevant labor pool, the contractor's affirmative action program includes specific practical steps designed to address this underutilization.

An affirmative action program also ensures equal employment opportunity by institutionalizing the commitment to equality in every aspect of the employment process. The purpose of the Affirmative Action Plan for the West Lafayette campus is to reaffirm the University's continuing commitment to the principles of affirmative action and equal employment opportunity. In addition, the Affirmative Action Plan serves as a working document for reporting academic and staff personnel actions and apprising the West Lafayette campus of information relevant to the development, analysis, enforcement, evaluation, dissemination, and monitoring of the plan and its policies.

This Affirmative Action Plan is developed in accordance with the requirements of Executive Order 11246, as amended, and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR § 60-2. The plan is also adopted and implemented in good faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR § 1608.5).

2. Access to the Plan

The University maintains and renews this plan annually. It is available for inspection Monday through Friday from 8:00 a.m. to 12:00 p.m. and 1:00 p.m. to 5:00 p.m. in the Office of the Vice President for Ethics and Compliance, Ernest C. Young Hall, 10th Floor, 155 S. Grant Street, West Lafayette, IN 47907-2114. The plan is also available on the website of the Vice President for Ethics and Compliance at the following address:

https://www.purdue.edu/ethics/Affirmative_Action/Affirmative_Action.html Questions about the University's Affirmative Action Plan or about affirmative action may be directed to the Director of Compliance at compliance@purdue.edu or 765-496-3158.

3. Applicability

This Affirmative Action Plan applies to the operations of all schools, colleges, and departments managed on and affiliated with the West Lafayette campus, including organizational units and the central administration of the University. Purdue also operates Purdue University Fort Wayne (PFW) and Purdue University Northwest. PFW and each of Purdue University Northwest campuses, Hammond and Westville, develop and maintain their own affirmative action programs with support from the West Lafayette Office of the Vice President for Ethics and Compliance.

B. Definitions

Discrimination, within the context used in this Affirmative Action Plan, refers to the process of illegally differentiating between people on the basis of group membership rather than individual merit. **Individual discrimination**, which is unlawful, may result when a person is subjected to unequal treatment on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran. **Systemic discrimination** may occur when two or more applicants or employees are subjected to unlawful employment discrimination.

The concept of **equal employment opportunity** proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran. It guarantees everyone the right to be considered solely on the basis of the ability to perform the

duties of the job in question, with or without reasonable accommodation(s).

The principle of **affirmative action** requires that federal contractors ensure non-discrimination and that aggressive efforts be utilized to employ and advance women and minorities in areas where they are employed in fewer numbers than is consistent with their availability in the relevant labor market. The University's objective is to employ and promote the best person for the job.

C. Equal Employment Opportunity Objectives

In support of these policies and considerations, specific equal employment opportunity objectives at the University include the following:

1. To recruit, hire, train, and promote persons in all job classifications without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran, except where age or sex is a bona fide occupational qualification.
2. To make decisions within all stages of the employment process that will further the principles of equal employment opportunity.
3. To ensure that 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, and all other terms, conditions, and privileges of employment are job-related and realistic.
4. To vigorously apply the principles of affirmative action to eliminate barriers and ensure equal opportunity in areas where there are placement goals for women and/or minorities.

II. DESIGNATION OF RESPONSIBILITY (41 CFR 60-2.17(a))

At its meeting on January 21, 1970, the Board of Trustees reaffirmed and reinforced the University's general policy of equal opportunity by approving the following statement of policy and responsibility:

"The University is committed to maintaining an inclusive community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that variety among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Acts of discrimination against any individual or group are wrong because they foster intolerance, incivility, and intimidation. The University does not condone and will not tolerate discrimination, harassment or intimidation of any individual in the University community for any reason. The University, through its actions, seeks to assure all its members of their rights to protections from the harmful effects of discrimination.

To meet its commitment under federal and state laws, the University also promulgates policies and programs to ensure that all persons have equal access to its educational programs, employment opportunities, facilities, and all other University activities without regard to race, religion, sex, color, national origin, ancestry, disability, status as a Vietnam era veteran, or age. Additionally, the University promotes the full realization of equal employment opportunity through its affirmative action program.

The President of the University is charged with overall responsibility for nondiscrimination and equal opportunity."

Since that time, in furtherance of the University's equal employment opportunity and affirmative action obligations, the preceding policy has been implemented through a number of actions, including issuance of Purdue University's Nondiscrimination Policy Statement (http://www.purdue.edu/purdue/ea_eou_statement.html) and the issuance of the Equal Opportunity, Equal Access and Affirmative Action Policy (III.C.2) (<http://www.purdue.edu/policies/ethics/iic2.html>), most recently revised August 1, 2021. The University prohibits discrimination on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran.¹ Ultimate responsibility for compliance with the applicable nondiscrimination and affirmative action laws and policies rests with the Board of Trustees and with the University's executive officers.

A. Board of Trustees

The University is governed by a ten-member Board of Trustees appointed by the Governor of the State of Indiana. Its charge includes selecting the President of the University, deciding major policy lines, approving the financial program and budget, approving the President's nominations for major appointments, and approving all construction and major contracts. The members of the Board of Trustees are as follows: Lawrence "Sonny" Beck; Michael R. Berghoff (Chairman); Kevin D. Boes (Student Trustee); JoAnn Brouillette; Theresa C. Carter; Vanessa J. Castagna; Malcolm S. DeKryger; Michael F. Klipsch; Gary J. Lehman (Vice Chairman); and Shawn A. Taylor.

B. Executive Staff, Line Management, and Supervisors

Mung Chiang, President of the University, assumes overall responsibility for the successful implementation of the University's equal opportunity and equal access and the Affirmative Action Plans for the West Lafayette campus.

Alysa Christmas Rollock, Vice President for Ethics and Compliance, is the University's Equal Opportunity Officer and provides general oversight and leadership for the University's overall compliance efforts for faculty, staff, and students, including compliance with Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, as amended, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act of 1967, Executive Order 11246, as amended, the Americans with Disabilities Act of 1990, the ADA Amendments Act of 2008, the Genetic Information Nondiscrimination Act of 2008, Executive Order 13672, and the state civil rights statutes. The Executive Vice Presidents, Vice Provosts, Vice Presidents, Chancellors, and Deans are responsible for establishing placement goals and action-oriented programs within their units, and integrating equal opportunity and affirmative action principles and objectives into all employment-related decisions within their areas of responsibility. The Executive Vice Presidents, Vice Provosts, Vice Presidents, Chancellors, and Deans (or their designees) are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with the

¹ Purdue's policies apply to all veterans including protected veterans.

University's affirmative action program in both procedure and outcome, and for reviewing the qualifications of applicants and reasons for selection to ensure that minorities, women, veterans, and persons with disabilities are given full opportunities for hire and promotion.

Directors, Department and Unit Heads, and supervisors are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action goals. Evaluations of administrators and supervisors will include their equal employment opportunity and affirmative action efforts and results.

C. Affirmative Action Officer

Deborah B. Trice, Director of Compliance & Senior Associate Counsel, Regulatory Matters, is the University's Affirmative Action Officer, reporting directly to the Vice President for Ethics and Compliance, and is responsible for developing, coordinating, and maintaining an annual Affirmative Action Plan for the West Lafayette campus. The staff of the Office of the Vice President for Ethics and Compliance assists the Director with implementing and monitoring the Affirmative Action Plan.

D. Cross Reference to Regulations

The contents of this plan are in compliance with the regulations contained in 41 CFR § 60-2 (required contents of affirmative action programs for women and minorities).

IV. JOB GROUP ANALYSIS (41 CFR § 60-2.12)

A. EEO-6 Categories

For the purpose of conducting meaningful workforce analyses, the University staff is first grouped by occupational duties into segments having broad similarities. These macro-groupings, called EEO-6 categories, are defined in the Higher Education Staff Information (EEO-6) Report for Public/Private Institutions of Higher Education that is issued by the Equal Employment Opportunity Commission. The categories and their corresponding two-digit identification codes used by the University reports are:

01	Ladder Rank Faculty (Tenure and Tenure-track Faculty), Clinical and Research Faculty
03	Non-Ladder Rank Instructional (Non-tenure Track Faculty) ²
04	Student Assistants ³
05	Executive, Administrative, Managerial
06	Professional
07	Clerical and Secretarial
08	Technical and Paraprofessional
09	Skilled Crafts
10	Service and Maintenance

B. Job Groups (AAPs)

Within each major category, staff are subdivided into job groups, breaking them into segments with greater similarities, based on the criteria outlined in 41 CFR § 60-2.12(b) and five additional criteria:

1. Jobs within a group have similar content, promotional opportunities, and wage rates or salary patterns.
2. Jobs within a group exhibit similar patterns for including males, females, and minorities.
3. In order to provide meaningful comparisons, job groups closely parallel the employment categories used in published data on the availability of minorities and women.
4. Job groups should take into consideration the reporting structure of the organization.

Job group definitions were developed jointly by the staff of the Office of Institutional Equity and Human Resources and are presently under review by Human Resources and the Office of the Vice President for Ethics and Compliance. Each job group is assigned a three-digit identification code, referred to as the AAP (Affirmative Action Plan) Code. A synopsis of the job groups within EEO-6 categories may be found online at this site: http://www.purdue.edu/ethics/Affirmative_Action/POCCodesbyEEO.pdf. The full job group analysis is set forth in Tables 1–7, below.

² Individuals appointed as visiting faculty, post-doctoral research associates, or other non-tenure track positions labeled EEO-6 category 03, are included as part of the workforce summaries, but placement goals are not established for this group. By definition, the positions are of a limited duration.

³ Graduate student assistants, designated as EEO-6 category 04, are included in certain workforce reports primarily to account for all staff listed on the University payroll. However, placement goals are not set for job groups in the student assistant category because student appointments are limited duration appointments related solely to academic programs and are not part of the normal hiring procedures.

C. Placement of Incumbents in Job Groups (41 CFR § 60-2.13)

In accordance with Department of Labor guidelines, the University categorizes each employee of the University by job group in order to track the number and percentages of incumbents in the approximately 200 job groups at the University. The University's Affirmative Action Plan sets forth the percentages of minority and female employees, by job group, in Tables 1-10, below.

**TABLE 1
JOB GROUP ANALYSIS FOR FACULTY**

Job Group	Female %	Male %	Minority %	Total Count
Emeritus - Professor (Visiting)	0%	100%	0%	2
Graduate Resident	60%	40%	50%	42
Instructor Clinical Visiting	86%	14%	0%	7
Instructor Clinical/Professional	100%	0%	0%	3
Instructor Visiting	0%	100%	0%	3
Intern Vet Hospital	78%	22%	44%	9
Lecturer	56%	44%	28%	179
Lecturer - Limited Term	61%	39%	13%	329
Lecturer, Senior	57%	43%	16%	100
NEP - Post Doc Research Associate	100%	0%	100%	1
Post Doc Research Assistant	32%	68%	84%	170
Post Doc Research Associate	32%	68%	80%	345
Professor	23%	77%	34%	869
Professor Assistant	38%	62%	54%	484
Professor Associate	37%	63%	37%	537
Professor Clinical Assistant Visiting	56%	44%	33%	9
Professor Clinical/Professional	42%	58%	14%	64
Professor Clinical/Professional Assistant	55%	45%	22%	205
Professor Clinical/Professional Associate	58%	42%	29%	103
Professor Research	0%	100%	29%	7
Professor Research Assistant	37%	63%	42%	19
Professor Research Associate	23%	77%	23%	13
Professor Visiting	9%	91%	36%	11
Professor Visiting Assistant	40%	60%	60%	53
Professor Visiting Associate	0%	100%	20%	5
Resident Pharmacy	55%	45%	42%	31
Resident Vet Hospital	100%	0%	0%	1

TABLE 2

JOB GROUP ANALYSIS FOR EXECUTIVE, MANAGERIAL AND ADMINISTRATIVE

Job Group	Female %	Male %	Minority %	Total Count
Academic Administration	41%	59%	23%	22
Accounting	75%	25%	13%	8
Administrative Operations	42%	58%	8%	12
Admissions	42%	58%	17%	12
Assessment and Analysis	84%	16%	8%	25
Athletic Administration and Operations	8%	92%	25%	12
Audit	100%	0%	0%	2
Benefits	100%	0%	0%	3
Building and Facilities	8%	92%	0%	12
Business Management	85%	15%	10%	60
Campus Planning	25%	75%	6%	16
Campus Safety	0%	100%	0%	2
Clinical	100%	0%	17%	6
Compensation	0%	100%	0%	1
Compliance	60%	40%	16%	25
Continuing Education	50%	50%	0%	4
Contract / Grant Administration	71%	29%	0%	17
Creative Arts and Visual Design	27%	73%	0%	11
Data Management	50%	50%	50%	2
Dining Services	67%	33%	0%	6
Diversity and Inclusion	64%	36%	64%	11
Event Planning	0%	100%	0%	1
Extension	25%	75%	0%	4
Faculty - Tenure/Tenure Track	75%	25%	8%	12
Farm Operations	44%	56%	23%	97
Financial Aid	11%	89%	0%	9
Fire	100%	0%	25%	4
General Communications	0%	100%	0%	2
Grounds	60%	40%	10%	10
Human Resources Business Partners	0%	100%	0%	3
Instructional Design and Technology	67%	33%	0%	6
IT Administration	17%	83%	17%	6
IT Business Analysis	21%	79%	10%	52
IT Engineering and Development	100%	0%	33%	3
IT Program / Project Management	33%	67%	0%	3
IT Security	14%	86%	14%	7
IT Support	11%	89%	11%	9
Legal	30%	70%	10%	10

TABLE 2

JOB GROUP ANALYSIS FOR EXECUTIVE, MANAGERIAL AND ADMINISTRATIVE

Job Group	Female %	Male %	Minority %	Total Count
Maintenance & Utilities	0%	100%	0%	3
Marketing and Public Relations	68%	32%	0%	19
Network and Telecommunications	25%	75%	0%	4
Org/Talent Development	67%	33%	33%	3
Partnerships	36%	64%	6%	33
Pharmacy	100%	0%	0%	1
Police	100%	0%	0%	1
Power Plant	0%	100%	0%	1
Procurement	50%	50%	0%	2
Program Administration	63%	38%	12%	136
Psychology and Social Services	50%	50%	50%	2
Recreation	20%	80%	10%	10
Registrar	78%	22%	0%	9
Research Operations	33%	67%	11%	36
Residential Life	29%	71%	14%	7
Risk Management	0%	100%	0%	1
Student Activities	67%	33%	15%	27
Student Advising	65%	35%	6%	17
Systems Administration	0%	100%	10%	10
Talent Acquisition	100%	0%	0%	1
Team Sports	25%	75%	20%	20
Transportation	0%	100%	0%	2
Treasury	100%	0%	0%	1
Veterinary Services	100%	0%	0%	1

**TABLE 3
JOB GROUP ANALYSIS FOR PROFESSIONAL STAFF**

Job Group	Female %	Male %	Minority %	Total Count
Accounting	83%	17%	6%	35
Administrative Operations	94%	6%	9%	115
Admissions	65%	35%	25%	57
Assessment and Analysis	58%	42%	13%	24
Athletic Administration and Operations	32%	68%	17%	41
Audit	67%	33%	33%	6
Benefits	90%	10%	5%	20
Building and Facilities	0%	100%	0%	2
Business Management	85%	15%	13%	79
Campus Planning	24%	76%	5%	42
Clinical	87%	13%	3%	38
Compensation	100%	0%	0%	4
Compliance	55%	45%	9%	93
Continuing Education	68%	32%	17%	47
Contract / Grant Administration	87%	13%	10%	70
Creative Arts and Visual Design	39%	61%	10%	92
Dining Services	64%	36%	3%	33
Diversity and Inclusion	83%	17%	78%	18
Early Childhood Instruction	93%	7%	7%	15
Environmental Health	17%	83%	0%	6
Event Planning	79%	21%	5%	42
Extension	76%	24%	6%	342
Financial Aid	81%	19%	23%	26
Financial Analysis	62%	38%	0%	13
General Communications	74%	26%	6%	116
Human Resources Business Partners	81%	19%	0%	16
Instruction	50%	50%	10%	30
Instructional Design and Technology	33%	67%	0%	3
Interns, Residents	100%	0%	33%	3
IT Engineering and Development	0%	100%	0%	1
IT Security	0%	100%	0%	1
IT Support	27%	73%	0%	11
Legal	100%	0%	0%	2
Library Services	46%	54%	4%	24
Maintenance & Utilities	0%	100%	0%	5

**TABLE 3
JOB GROUP ANALYSIS FOR PROFESSIONAL STAFF**

Job Group	Female %	Male %	Minority %	Total Count
Marketing and Public Relations	69%	31%	13%	86
Operations Support	77%	23%	11%	65
Org/Talent Development	86%	14%	43%	7
Partnerships	45%	55%	10%	42
Payroll and Tax	100%	0%	0%	7
Pharmacy	67%	33%	17%	6
Procurement	56%	44%	6%	18
Program Administration	78%	22%	17%	235
Psychology and Social Services	70%	30%	35%	40
Recreation	65%	35%	24%	17
Registrar	86%	14%	7%	14
Research Operations	52%	48%	14%	162
Researchers	39%	61%	46%	358
Residential Life	57%	43%	19%	21
Risk Management	33%	67%	0%	3
Student Activities	76%	24%	20%	123
Student Advising	81%	19%	13%	222
Talent Acquisition	75%	25%	25%	16
Team Sports	21%	79%	40%	57
Temporary	40%	60%	60%	5
Transportation	0%	100%	0%	1
Treasury	25%	75%	25%	4
Veterinary Services	62%	38%	8%	13

TABLE 4
JOB GROUP ANALYSIS FOR CLERICAL AND SECRETARIAL STAFF

Job Group	Female %	Male %	Minority %	Total Count
Accounting	94%	6%	6%	17
Administrative Operations	93%	7%	10%	668
Business Management	94%	6%	6%	233
Event Planning	73%	27%	9%	11
Library Services	83%	17%	7%	30
Program Administration	92%	8%	16%	79
Talent Acquisition	0%	100%	100%	1
Temporary	47%	53%	16%	926
Treasury	100%	0%	0%	1

TABLE 5
JOB GROUP ANALYSIS FOR TECHNICAL AND PARAPROFESSIONAL STAFF

Job Group	Female %	Male %	Minority %	Total Count
Assessment and Analysis	56%	44%	28%	104
Campus Planning	33%	67%	33%	6
Campus Safety	64%	36%	14%	22
Clinical	87%	13%	16%	105
Creative Arts and Visual Design	25%	75%	25%	8
Data Management	29%	71%	29%	14
Environmental Health	40%	60%	13%	15
Fire	3%	97%	3%	32
Instruction	56%	44%	21%	91
Instructional Design and Technology	67%	33%	12%	60
IT Administration	29%	71%	0%	14
IT Business Analysis	68%	32%	5%	37
IT Engineering and Development	20%	80%	21%	214
IT Program / Project Management	44%	56%	16%	25
IT Security	32%	68%	7%	28
IT Support	17%	83%	12%	86
Maintenance & Utilities	0%	100%	11%	19
Network and Telecommunications	7%	93%	11%	27
Police	15%	85%	15%	40
Research Operations	47%	53%	19%	105
Systems Administration	17%	83%	11%	88
Team Sports	53%	47%	27%	15
Veterinary Services	94%	6%	7%	150

TABLE 6
JOB GROUP ANALYSIS FOR SKILLED CRAFTS STAFF

Job Group	Female %	Male %	Minority %	Total Count
Building and Facilities	0%	100%	0%	4
Creative Arts and Visual Design	12%	88%	18%	17
Fire	0%	100%	14%	7
Maintenance & Utilities	4%	96%	5%	237
Operations Support	0%	100%	0%	1
Power Plant	3%	97%	0%	35
Transportation	0%	100%	0%	12

TABLE 7
JOB GROUP ANALYSIS FOR SERVICE AND MAINTENANCE STAFF

Job Group	Female %	Male %	Minority %	Total Count
Athletic Administration and Operations	0%	100%	0%	1
Building and Facilities	49%	51%	22%	643
Clinical	67%	33%	0%	3
Dining Services	69%	31%	38%	152
Early Childhood Instruction	100%	0%	27%	11
Extension	97%	3%	22%	68
Farm Operations	9%	91%	0%	23
Grounds	17%	83%	5%	58
IT Support	0%	100%	0%	6
Maintenance & Utilities	5%	95%	6%	80
Operations Support	40%	60%	3%	103
Pharmacy	86%	14%	0%	7
Transportation	0%	100%	0%	6
Veterinary Services	93%	7%	0%	14

**TABLE 8
FACULTY**

	Total	Female	Black	Hispanic	Asian	Am Indian	Multiracial
AAP 101 Agricultural Economics	38	26.3%	2.6%	10.5%	13.2%	2.6%	2.6%
AAP 102 Agricultural Engineering	34	26.5%	5.9%	0.0%	38.2%	0.0%	0.0%
AAP 103 Animal Sciences	27	22.2%	7.4%	11.1%	7.4%	0.0%	3.7%
AAP 104 Biochemistry	21	47.6%	0.0%	9.5%	23.8%	0.0%	0.0%
AAP 105 Entomology	20	25.0%	5.0%	0.0%	5.0%	0.0%	5.0%
AAP 106 Forestry	28	21.4%	0.0%	7.1%	17.9%	0.0%	0.0%
AAP 107 Plant Sciences	91	30.8%	3.3%	3.3%	23.1%	0.0%	1.1%
AAP 108 Other Agriculture Related	13	46.2%	0.0%	23.1%	7.7%	0.0%	0.0%
AAP 109 Food Science	24	37.5%	4.2%	16.7%	41.7%	0.0%	0.0%
Total College of Agriculture	296	(30.1%)	(3.4%)	(7.1%)	(21.3%)	(0.3%)	(1.4%)
AAP 123 College of Education	66	74.2%	9.1%	4.5%	10.6%	1.5%	3.0%
Total College of Education	66	(74.2%)	(9.1%)	(4.5%)	(10.6%)	(1.5%)	(3.0%)
AAP 140 Aeronautics & Astronautics	39	15.4%	0.0%	2.6%	30.8%	0.0%	0.0%
AAP 141 Chemical Engineering	37	8.1%	5.4%	10.8%	32.4%	0.0%	0.0%
AAP 142 Civil Engineering	51	27.5%	3.9%	11.8%	35.3%	0.0%	2.0%
AAP 143 Electrical & Computer Engineering	109	16.5%	0.0%	1.8%	45.9%	0.0%	0.9%
AAP 144 Industrial Engineering	34	20.6%	5.9%	11.8%	47.1%	0.0%	0.0%
AAP 145 Mechanical Engineering	87	20.7%	2.3%	9.2%	33.3%	0.0%	1.1%
AAP 146 Other Engineering	102	25.5%	2.0%	4.9%	24.5%	0.0%	0.0%
Total College of Engineering	459	(20.0%)	(2.2%)	(6.5%)	(35.3%)	(0.0%)	(0.7%)
AAP 114 Hospitality & Tourism Mgmt	22	45.5%	4.5%	4.5%	45.5%	0.0%	4.5%
AAP 115 Human Dev & Family Studies	27	77.8%	7.4%	3.7%	0.0%	3.7%	3.7%
AAP 116 Nutrition Science	20	60.0%	5.0%	5.0%	20.0%	0.0%	0.0%
AAP 117 Public Health	16	75.0%	18.8%	25.0%	12.5%	0.0%	0.0%
AAP 121 Audiology and Speech Sciences	32	75.0%	3.1%	3.1%	9.4%	0.0%	0.0%
AAP 128 Health and Kinesiology	20	30.0%	5.0%	15.0%	10.0%	0.0%	5.0%
AAP 130 Psychological Sciences	37	45.9%	0.0%	2.7%	13.5%	0.0%	2.7%
AAP 151 Nursing	50	90.0%	6.0%	4.0%	12.0%	0.0%	2.0%
AAP 159 Health Sciences	21	33.3%	4.8%	0.0%	38.1%	0.0%	0.0%
Total College of Health and Human Sciences	245	(58.0%)	(4.1%)	(4.1%)	(15.5%)	(0.4%)	(2.0%)
AAP 100 Honors College	16	62.5%	25.0%	0.0%	18.8%	0.0%	0.0%
Total John Martinson Honors College	16	(62.5%)	(25.0%)	(0.0%)	(18.8%)	(0.0%)	(0.0%)
AAP 120 Design Art and Perform	44	47.7%	2.3%	6.8%	20.5%	0.0%	0.0%
AAP 122 Communication	25	44.0%	4.0%	4.0%	12.0%	0.0%	4.0%
AAP 124 English	38	47.4%	7.9%	2.6%	2.6%	0.0%	5.3%
AAP 125 Foreign Language & Lit	35	45.7%	5.7%	14.3%	25.7%	2.9%	0.0%
AAP 126 History	30	53.3%	3.3%	10.0%	10.0%	0.0%	0.0%
AAP 127 Philosophy	25	24.0%	4.0%	12.0%	0.0%	0.0%	4.0%
AAP 129 Political Science	26	46.2%	7.7%	7.7%	11.5%	0.0%	3.8%
AAP 131 Sociology	30	36.7%	3.3%	0.0%	6.7%	0.0%	3.3%
AAP 132 Anthropology	18	77.8%	0.0%	16.7%	0.0%	0.0%	11.1%
Total College of Liberal Arts	271	(46.1%)	(4.4%)	(7.7%)	(11.1%)	(0.4%)	(3.0%)
AAP 135 Libraries	35	62.9%	11.4%	0.0%	14.3%	0.0%	0.0%
Total Libraries and School of Information Studies	35	(62.9%)	(11.4%)	(0.0%)	(14.3%)	(0.0%)	(0.0%)
AAP 147 School of Business	144	20.8%	2.1%	4.9%	38.9%	0.0%	1.4%
Total Daniels School of Business	144	(20.8%)	(2.1%)	(4.9%)	(38.9%)	(0.0%)	(1.4%)
AAP 150 College of Pharmacy	73	47.9%	6.8%	2.7%	21.9%	0.0%	0.0%
Total College of Pharmacy	73	(47.9%)	(6.8%)	(2.7%)	(21.9%)	(0.0%)	(0.0%)
AAP 152 Biological Sciences	44	22.7%	0.0%	11.4%	27.3%	0.0%	4.5%
AAP 153 Chemistry	48	31.3%	2.1%	2.1%	37.5%	0.0%	0.0%
AAP 154 Geosciences	31	35.5%	0.0%	3.2%	22.6%	3.2%	6.5%
AAP 155 Physics	48	18.8%	0.0%	2.1%	37.5%	0.0%	0.0%
AAP 156 Computer Science	74	17.6%	0.0%	6.8%	44.6%	0.0%	1.4%
AAP 158 Mathematics	76	14.5%	2.6%	6.6%	36.8%	0.0%	0.0%
AAP 160 Statistics	33	18.2%	0.0%	0.0%	69.7%	0.0%	3.0%
Total College of Science	354	(21.2%)	(0.8%)	(5.1%)	(39.3%)	(0.3%)	(1.7%)
AAP 157 Polytechnic Institute	197	25.4%	4.6%	4.6%	24.4%	0.5%	2.0%
Total Polytechnic Institute	197	(25.4%)	(4.6%)	(4.6%)	(24.4%)	(0.5%)	(2.0%)
AAP 112 College of Veterinary Medicine	112	51.8%	6.3%	6.3%	17.9%	0.0%	0.0%
Total College of Veterinary Medicine	112	(51.8%)	(6.3%)	(6.3%)	(17.9%)	(0.0%)	(0.0%)

**TABLE 9
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL STAFF**

	Total	Female	Black	Hispanic	Asian	American Indian	Multi-Racial
AAP 410 Executives	76	36.8%	6.6%	5.3%	3.9%	0.0%	0.0%
AAP 415 Academic Administrators	159	52.2%	3.1%	1.9%	10.1%	0.0%	1.9%
AAP 420 Student Affairs Administrators	173	64.7%	6.4%	4.0%	1.7%	0.6%	1.2%
AAP 425 Business & Financial Managers	350	50.6%	2.0%	2.9%	2.3%	0.3%	0.6%
AAP 430 Plant & Facilities Administrators	61	21.3%	1.6%	3.3%	1.6%	0.0%	0.0%
AAP 435 Residential Life Administrators	12	41.7%	0.0%	8.3%	0.0%	0.0%	0.0%
AAP 440 Athletic Administrators	34	23.5%	20.6%	2.9%	0.0%	0.0%	0.0%
AAP 445 Not Elsewhere Classified	37	70.3%	8.1%	2.7%	0.0%	0.0%	0.0%
Total EAM	902	(50.1%)	(4.3%)	(3.2%)	(3.4%)	(0.2%)	(0.8%)

**TABLE 10
PROFESSIONAL, CLERICAL, AND SERVICE STAFF**

	Total	Female	Black	Hispanic	Asian	Am Indian	Multi-racial
Professional							
AAP 510 Math and Computer Professionals	40	45.0%	0.0%	0.0%	7.5%	0.0%	0.0%
AAP 512 Engineers and Architects	179	25.1%	2.2%	3.4%	15.1%	0.0%	2.8%
AAP 515 Life and Physical Scientists	367	46.3%	1.9%	5.7%	29.4%	0.3%	2.2%
AAP 517 Clinicians & Medical Professionals	90	76.7%	1.1%	3.3%	11.1%	0.0%	4.4%
AAP 520 Counselors & Student Affairs	455	77.8%	7.5%	7.0%	3.7%	0.0%	1.1%
AAP 522 Social Sciences & Education	115	62.6%	1.7%	5.2%	3.5%	0.0%	0.0%
AAP 525 Arts/Media/Communication Professionals	586	68.8%	3.2%	3.9%	3.2%	0.2%	1.9%
AAP 530 Business & Accounting Professionals	514	72.0%	2.7%	2.9%	2.9%	0.2%	1.2%
AAP 532 Personnel Professionals	68	76.5%	8.8%	1.5%	2.9%	0.0%	2.9%
AAP 535 Administrative Assistants	83	97.6%	1.2%	0.0%	0.0%	0.0%	1.2%
AAP 537 Restaurateurs & Food Professionals	39	69.2%	0.0%	2.6%	0.0%	0.0%	0.0%
AAP 540 Sports & Recreation Professionals	108	32.4%	21.3%	5.6%	0.0%	0.9%	1.9%
AAP 555 Extension Service Professionals	342	76.3%	2.0%	2.9%	0.6%	0.3%	0.3%
Total Professional	2986	(65.5%)	(4.0%)	(4.2%)	(6.9%)	(0.2%)	(1.5%)
Secretarial and Clerical							
AAP 610 Secretaries	293	92.5%	1.4%	3.8%	2.4%	0.7%	0.7%
AAP 620 Clerks & Miscellaneous	303	90.4%	2.0%	5.3%	3.3%	0.0%	0.7%
AAP 625 Tellers & Cashiers	2	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 645 Operations Assistants	442	95.0%	1.1%	4.8%	1.6%	0.0%	0.9%
Total Secretarial/Clerical	1040	(93.0%)	(1.4%)	(4.6%)	(2.3%)	(0.2%)	(0.8%)
Technical and Paraprofessional							
AAP 710 IT Data & Application Development	457	46.8%	2.4%	3.9%	10.5%	0.0%	3.1%
AAP 711 IT Infrastructure	238	17.6%	5.5%	1.7%	6.3%	0.0%	1.3%
AAP 712 IT User Services & Operations	93	18.3%	3.2%	4.3%	1.1%	1.1%	1.1%
AAP 715 Engineering Technicians	33	3.0%	6.1%	6.1%	3.0%	0.0%	3.0%
AAP 720 Science Technicians	234	74.8%	0.4%	4.3%	5.6%	0.4%	1.3%
AAP 725 Nurses	27	85.2%	0.0%	0.0%	0.0%	0.0%	3.7%
AAP 730 Health & Wellness Specialists	129	80.6%	5.4%	10.1%	0.8%	0.0%	1.6%
AAP 735 Protective Services	94	22.3%	4.3%	1.1%	3.2%	0.0%	2.1%
Total Technical/Paraprofessional	1305	(45.7%)	(3.1%)	(4.0%)	(6.3%)	(0.2%)	(2.1%)
Skilled Crafts							
AAP 810 Construction Crafts	90	4.4%	1.1%	2.2%	0.0%	0.0%	2.2%
AAP 820 Mechanics & Repairers	57	1.8%	0.0%	1.8%	1.8%	0.0%	0.0%
AAP 825 Power Station Engineers & Other	83	3.6%	0.0%	1.2%	0.0%	0.0%	1.2%
AAP 830 Metal Crafts	16	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
AAP 840 Printing Crafts	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 850 Crafts & Maintenance Supervisors	66	7.6%	1.5%	6.1%	0.0%	0.0%	3.0%
Total Skilled Crafts	313	(4.2%)	(1.0%)	(2.6%)	(0.3%)	(0.0%)	(1.6%)
Service and Maintenance							
AAP 910 Food Service & Related	153	69.3%	4.6%	8.5%	19.6%	1.3%	3.3%
AAP 912 Cleaning Services & Housekeeping	539	53.1%	4.8%	15.2%	3.7%	0.2%	0.7%
AAP 915 Storage & Supply	105	37.1%	0.0%	1.9%	0.0%	1.0%	1.9%
AAP 917 Drivers & Deliverers	27	7.4%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 920 Grounds Workers	55	18.2%	0.0%	5.5%	0.0%	0.0%	0.0%
AAP 925 Agriculture & Related	37	40.5%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 935 Printing and Duplicating Work	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 940 Maintenance & Repair Worker	86	4.7%	1.2%	3.5%	0.0%	0.0%	1.2%
AAP 945 Not Elsewhere Class Service/Maint	17	64.7%	5.9%	0.0%	11.8%	0.0%	0.0%
AAP 950 Service & Labor Supervisors	87	39.1%	2.3%	2.3%	1.1%	0.0%	0.0%
AAP 955 Nutrition Program Assistants	68	97.1%	0.0%	17.6%	1.5%	1.5%	1.5%
Total Service/Maintenance	1175	(48.8%)	(3.1%)	(10.0%)	(4.6%)	(0.4%)	(1.1%)

D. Determination of Availability (41 CFR § 60-2.14)

In accordance with Department of Labor guidelines, the following factors are considered in developing an estimate of the availability of women and minorities for each job group:

1. The percentage of minorities and women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is the geographical area from which the employer usually seeks or reasonably could seek employees to fill the positions in a job group.
2. The percentage of minorities and women among those promotable, transferable, and trainable employees within the employer's organization.

Availability estimates are determined in the following manner: data is sought from reliable published sources on the race, ethnicity, and sex composition of the potential pool relevant to the job group in question. For example, sources for the data used to calculate the availability estimates may include: counts of doctorate degrees by field (faculty); counts of master's and bachelor's degrees in relevant fields (administrative and professional); union members and technical school graduates (skilled crafts); and census data and local employment counts (technical, clerical, and service). The raw data by race, ethnicity, and sex is then weighted according to the best estimates of the proportions of hires made from each pool so that the sum of factor weights (expressed as a percentage) is 100 percent.

An estimation of the proportion drawn from each pool is calculated using input from all units having substantial numbers of staff in the job group. Then computer files are built containing basic information on raw percentages and the weighting factors. A computer program is used to calculate weighted estimates for each job group, incorporating the required factors.

In the determination of weights, the relevance and applicability of the data obtainable for each pool are important considerations. Specifically, if the source combines several disciplines, because of the small total numbers involved in each, and the proportions of each protected class in the different disciplines are widely spread, the reliability of the source to reflect the true composition of the pool is in question. In such cases, the weighting of that pool would be lowered and the weighting of a more accurate pool would be increased, until better data becomes available.

Once they are computed, the availability estimates give participation standards against which to measure proportions of females and minorities in each job group in the University's workforce.

E. Comparing Incumbency to Availability (41 CFR § 60-2.15)

Once availability has been determined, the analysis of comparing incumbency to availability is a simple yes or no query. Each job group's minority and female availability figure (a percentage) is compared to the percentage of minority and female incumbents in that job group. If the percentage of incumbents is equal to or greater than the relevant availability figure, then that job group is at parity with availability, and there is no establishment of placement goals. If the percentage of female or minority incumbents falls below 80% of availability, placement goals are established and are set equal to the percentage of minorities and females that would reasonably be expected in the job group based on availability. This comparison is demonstrated in Tables 11-28, below.

TABLE 11
UTILIZATION ANALYSIS
COLLEGE OF AGRICULTURE FACULTY

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 101 Agricultural Economics	38	14		32
AAP 102 Agricultural Engineering	34	23		44
AAP 103 Animal Sciences	27	10		30
AAP 104 Biochemistry	21	27		33
AAP 105 Entomology	20	10		15
AAP 106 Forestry	28	9		25
AAP 107 Plant Sciences	91	15		31
AAP 108 Other Agriculture Related	13	18		31
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 101 Agricultural Economics	38	24		26
AAP 102 Agricultural Engineering	34	23		26
AAP 103 Animal Sciences	27	34		22
AAP 104 Biochemistry	21	41		48
AAP 105 Entomology	20	40		25
AAP 106 Forestry	28	34		21
AAP 107 Plant Sciences	91	43		31
AAP 108 Other Agriculture Related	13	41		46

**TABLE 12
UTILIZATION ANALYSIS
COLLEGE OF EDUCATION FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 123 College of Education	66	27		29
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 123 College of Education	66	70		74

**TABLE 13
UTILIZATION ANALYSIS
COLLEGE OF ENGINEERING FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 140 Aeronautics & Astronautics	39	28		33
AAP 141 Chemical Engineering	37	33		49
AAP 142 Civil Engineering	52	34		54
AAP 143 Electrical & Computer Engineering	109	39		49
AAP 144 Industrial Engineering	34	42		65
AAP 145 Mechanical Engineering	87	38		46
AAP 146 Other Engineering	102	30		31
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 140 Aeronautics & Astronautics	39	14		15
AAP 141 Chemical Engineering	37	31		8
AAP 142 Civil Engineering	52	25		27
AAP 143 Electrical & Computer Engineering	109	15		17
AAP 144 Industrial Engineering	34	28		21
AAP 145 Mechanical Engineering	87	16		21
AAP 146 Other Engineering	102	24		25

**TABLE 14
UTILIZATION ANALYSIS
COLLEGE OF HEALTH AND HUMAN SCIENCES FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 117 Public Health	16	21		56
AAP 128 Health and Kinesiology	20	19		35
AAP 159 Health Sciences	21	26		43
AAP 114 Hospitality & Tourism Mgmt	22	32		59
AAP 115 Human Dev & Family Studies	27	22		19
AAP 151 Nursing	50	16		24
AAP 116 Nutrition Science	20	22		30
AAP 130 Psychological Sciences	37	16		19
AAP 121 Audiology and Speech Sciences	32	24		16
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 117 Public Health	16	59		75
AAP 128 Health and Kinesiology	20	50		30
AAP 159 Health Sciences	21	55		33
AAP 114 Hospitality & Tourism Mgmt	22	40		45
AAP 115 Human Dev & Family Studies	27	75		78
AAP 151 Nursing	50	87		90
AAP 116 Nutrition Science	20	73		60
AAP 130 Psychological Sciences	37	62		46
AAP 121 Audiology and Speech Sciences	32	71		75

**TABLE 15
UTILIZATION ANALYSIS
JOHN MARTINSON HONORS COLLEGE FACULTY**

		Total		Minority	
		2023	% Avail	Present %	
				2023	
AAP 100 Honors		16	40		44
		Total		Females	
		2023	% Avail	Present %	
				2023	
AAP 100 Honors		16	29		63

TABLE 16
UTILIZATION ANALYSIS
COLLEGE OF LIBERAL ARTS FACULTY

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 120 Design, Art, & Performance	44	12		30
AAP 122 Communication	25	17		24
AAP 124 English	38	17		18
AAP 125 Foreign Language & Lit	35	30		49
AAP 126 History	30	15		23
AAP 127 Philosophy	25	10		20
AAP 129 Political Science	26	28		31
AAP 131 Sociology	30	22		13
AAP 132 Anthropology	18	19		28
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 120 Design, Art, & Performance	44	45		48
AAP 122 Communication	25	58		44
AAP 124 English	38	63		47
AAP 125 Foreign Language & Lit	35	63		46
AAP 126 History	30	41		53
AAP 127 Philosophy	25	29		24
AAP 129 Political Science	26	47		46
AAP 131 Sociology	30	59		37
AAP 132 Anthropology	18	59		78

**TABLE 17
UTILIZATION ANALYSIS
LIBRARIES AND SCHOOL OF INFORMATION FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 135 Libraries	35	14		26
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 135 Libraries	35	66		63

**TABLE 18
UTILIZATION ANALYSIS
DANIELS SCHOOL OF BUSINESS FACULTY**

	Total		Minority	
	2023	% Avail	Present % 2023	
AAP 147 School of Business	144	26		47
	Total		Females	
	2023	% Avail	Present % 2023	
AAP 147 School of Business	144	34		21

**TABLE 19
UTILIZATION ANALYSIS
COLLEGE OF PHARMACY FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 150 College of Pharmacy	74	32		31
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 150 College of Pharmacy	74	47		47

**TABLE 20
UTILIZATION ANALYSIS
POLYTECHNIC INSTITUTE FACULTY**

		Total		Minority	
		2023	% Avail	Present %	
				2023	
AAP 157 Polytechnic Institute		197	31		36
		Total		Females	
		2023	% Avail	Present %	
				2023	
AAP 157 Polytechnic Institute		197	22		25

**TABLE 21
UTILIZATION ANALYSIS
COLLEGE OF SCIENCE FACULTY**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 152 Biological Sciences	44	29		43
AAP 153 Chemistry	48	27		42
AAP 154 Geosciences	31	18		35
AAP 155 Physics	48	22		40
AAP 156 Computer Science	74	34		53
AAP 158 Mathematics	76	26		46
AAP 160 Statistics	33	31		73
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 152 Biological Sciences	44	47		23
AAP 153 Chemistry	48	39		31
AAP 154 Geosciences	31	37		35
AAP 155 Physics	48	23		19
AAP 156 Computer Science	74	18		18
AAP 158 Mathematics	76	25		14
AAP 160 Statistics	33	36		18

**TABLE 22
UTILIZATION ANALYSIS
COLLEGE OF VETERINARY MEDICINE FACULTY**

		Total		Minority	
				Present %	
		2023	% Avail	2023	
AAP 112 College of Veterinary Medicine		112	11		30
		Total		Females	
				Present %	
		2023	% Avail	2023	
AAP 112 College of Veterinary Medicine		112	51		52

TABLE 23
UTILIZATION ANALYSIS
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL STAFF

		Minority	
			Present %
	2023	% Avail	2023
AAP 410 Executives	76	10	16
AAP 415 Academic Administrators	159	21	17
AAP 420 Student Affairs Administrators	173	16	14
AAP 425 Business & Financial Managers	350	11	8
AAP 430 Plant & Facilities Administrators	61	10	7
AAP 435 Residential Life Administrators	12	14	8
AAP 440 Athletic Administrators	34	20	24
AAP 445 Not Elsewhere Classified	37	9	11
		Females	
			Present %
	2023	% Avail	2023
AAP 410 Executives	76	47	37
AAP 415 Academic Administrators	159	37	52
AAP 420 Student Affairs Administrators	173	69	65
AAP 425 Business & Financial Managers	350	64	51
AAP 430 Plant & Facilities Administrators	61	23	21
AAP 435 Residential Life Administrators	12	67	42
AAP 440 Athletic Administrators	34	23	24
AAP 445 Not Elsewhere Classified	37	34	70

**TABLE 24
UTILIZATION ANALYSIS
PROFESSIONAL STAFF**

	Total		Minority	
			Present %	
	2023	% Avail	2023	
AAP 510 Math and Computer Professionals	40	19		8
AAP 512 Engineers and Architects	179	12		23
AAP 515 Life and Physical Scientists	367	14		40
AAP 517 Clinicians & Medical Professionals	93	24		19
AAP 520 Counselors & Student Affairs	455	16		19
AAP 522 Social Sciences & Education	115	16		10
AAP 525 Arts/Media/Communication Professionals	586	15		12
AAP 530 Business & Accounting Professionals	514	11		10
AAP 532 Personnel Professionals	68	14		16
AAP 535 Administrative Assistants	83	7		2
AAP 537 Restauranters & Food Professionals	39	16		3
AAP 540 Sports & Recreation Professionals	108	20		30
AAP 555 Extension Service Professionals	342	14		6
	Total		Females	
			Present %	
	2023	% Avail	2023	
AAP 510 Math and Computer Professionals	40	36		45
AAP 512 Engineers and Architects	179	27		25
AAP 515 Life and Physical Scientists	367	42		46
AAP 517 Clinicians & Medical Professionals	93	63		74
AAP 520 Counselors & Student Affairs	455	69		78
AAP 522 Social Sciences & Education	115	66		63
AAP 525 Arts/Media/Communication Professionals	586	56		69
AAP 530 Business & Accounting Professionals	514	64		72
AAP 532 Personnel Professionals	68	69		76
AAP 535 Administrative Assistants	83	87		98
AAP 537 Restauranters & Food Professionals	39	65		69
AAP 540 Sports & Recreation Professionals	108	23		32
AAP 555 Extension Service Professionals	342	59		76

**TABLE 25
UTILIZATION ANALYSIS
CLERICAL AND SECRETARIAL STAFF**

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 610 Secretaries	293	4		5
AAP 620 Clerks & Miscellaneous	303	8		7
AAP 625 Tellers & Cashiers	2	11		0
AAP 645 Operations Assistants	442	9		4
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 610 Secretaries	293	86		92
AAP 620 Clerks & Miscellaneous	303	81		90
AAP 625 Tellers & Cashiers	2	77		100
AAP 645 Operations Assistants	442	78		95

TABLE 26
UTILIZATION ANALYSIS
TECHNICAL AND PARAPROFESSIONAL STAFF

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 710 IT Data & Application Development	457	16		20
AAP 711 IT Infrastructure	238	12		15
AAP 712 IT User Services & Operations	93	12		11
AAP 715 Engineering Technicians	33	11		18
AAP 720 Science Technicians	234	15		12
AAP 725 Nurses	27	8		4
AAP 730 Health & Wellness Specialists	129	16		18
AAP 735 Protective Services	94	10		11
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 710 IT Data & Application Development	457	30		47
AAP 711 IT Infrastructure	238	25		18
AAP 712 IT User Services & Operations	93	31		18
AAP 715 Engineering Technicians	33	19		3
AAP 720 Science Technicians	234	43		75
AAP 725 Nurses	27	92		85
AAP 730 Health & Wellness Specialists	129	74		81
AAP 735 Protective Services	94	21		22

**TABLE 27
UTILIZATION ANALYSIS
SKILLED CRAFTS STAFF**

	Total		Minority	
				Present %
	2023	% Avail		2023
AAP 810 Construction Crafts	90	7		6
AAP 820 Mechanics & Repairers	57	10		4
AAP 825 Power Station Engineers & Other	83	6		2
AAP 830 Metal Crafts	16	6		6
AAP 840 Printing Crafts	1	10		0
AAP 850 Crafts & Maintenance Supervisors	66	6		11
	Total		Females	
				Present %
	2023	% Avail		2023
AAP 810 Construction Crafts	90	11		4
AAP 820 Mechanics & Repairers	57	32		2
AAP 825 Power Station Engineers & Other	83	15		4
AAP 830 Metal Crafts	16	9		0
AAP 840 Printing Crafts	1	28		0
AAP 850 Crafts & Maintenance Supervisors	66	10		8

TABLE 28
UTILIZATION ANALYSIS
SERVICE AND MAINTENANCE STAFF

	Total		Minority	
	2023	% Avail	Present %	
			2023	
AAP 910 Food Service & Related	153	16		37
AAP 912 Cleaning Services & Housekeeping	539	21		25
AAP 915 Storage & Supply	105	14		5
AAP 917 Drivers & Deliverers	27	6		0
AAP 920 Grounds Workers	55	15		5
AAP 925 Agriculture & Related	37	6		0
AAP 935 Printing and Duplicating Work	1	13		0
AAP 940 Maintenance & Repair Worker	86	16		6
AAP 945 Not Elsewhere Class Service/Maint	17	10		18
AAP 950 Service & Labor Supervisors	87	10		6
AAP 955 Nutrition Program Assistants	68	11		22
	Total		Females	
	2023	% Avail	Present %	
			2023	
AAP 910 Food Service & Related	153	64		69
AAP 912 Cleaning Services & Housekeeping	539	53		53
AAP 915 Storage & Supply	105	46		37
AAP 917 Drivers & Deliverers	27	25		7
AAP 920 Grounds Workers	55	19		18
AAP 925 Agriculture & Related	37	20		41
AAP 935 Printing and Duplicating Work	1	32		0
AAP 940 Maintenance & Repair Worker	86	19		5
AAP 945 Not Elsewhere Class Service/Maint	17	37		65
AAP 950 Service & Labor Supervisors	87	26		39
AAP 955 Nutrition Program Assistants	68	94		97

F. Placement Goals (41 CFR § 60-2.16)

1. Establishment of Placement Goals

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 program work. Placement goals are used to measure progress toward achieving equal opportunity employment.

The University's determination that a placement goal is required is neither a finding nor an admission of discrimination. Where the University is required to establish a placement goal for a particular job group, the University must establish a percentage annual placement goal at least equal to 80% of the availability figure derived for women or minorities, as appropriate, for that job group. The placement goal-setting process contemplates that federal contractors will, where required, establish a single goal for all minorities. In the event of a substantial disparity in the utilization of a particular minority group or in the utilization of men or women of a particular minority group, the University may be required to establish separate goals for those groups. The establishment of a placement goal is designed to be a technical term used by affirmative action planners who seek to apply good faith efforts to increase in the future the percentage employment of minorities and women in a workforce.

In every job group where a deficiency is found, placement goals are set for the entire campus or, in the case of faculty, for each college or school. In establishing placement goals, the following principles also apply:

- a. Placement goals may not be rigid and inflexible quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. Quotas are expressly forbidden.
- b. In all employment decisions, the University must make selections in a nondiscriminatory manner. Placement goals do not provide the University with a justification to extend a preference to any individual, or adversely affect an individual's employment status on the basis of that person's race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran.
- c. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- d. Placement goals may not be used to supersede merit selection principles. Affirmative action programs prescribed by federal regulations do not require federal contractors such as Purdue to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

2. Placement Goals for Ladder Rank Faculty (Tenure and Tenure-track), Clinical Faculty, and Research Faculty

For ladder rank faculty, clinical faculty, and research faculty, the analysis of comparing incumbency to availability will determine whether minorities and/or women lack parity in the various academic units. Where there is a lack of parity and thus a placement goal for an academic unit, the unit should be aware of the placement goal and consider it in their hiring efforts. See Table 29.

3. Placement Goals for Non-Ladder Rank Instructional Faculty (Non-tenure)

Many non-ladder rank faculty hold positions of a limited duration. Pursuant to OFCCP guidelines, setting placement goals for temporary employees is not required. Accordingly, no placement goals are set for temporary, non-ladder rank faculty.

4. Placement Goals for Non-Faculty Areas

Placement goals are established for all regular non-faculty job groups campus-wide and in each unit where there is a lack of parity between incumbency and 80% of availability for minorities and/or women. Each unit should be aware of unit and campus placement goals and consider them in their hiring efforts. See Table 29.

TABLE 29
PROGRESS TOWARD GOALS
OCTOBER 1, 2022 - SEPTEMBER 30, 2023

JOB GROUP	Total 2023 Placements	MINORITIES			WOMEN			
		2022 Goal	2023 Placements	Goal Met?	2022 Goal	2023 Placements	Goal Met?	
College of Agriculture								
101	Agricultural Economics	5	N/A	N/A	N/A	N/A	N/A	N/A
102	Agricultural Engineering	4	N/A	N/A	N/A	N/A	N/A	N/A
103	Animal Science	5	N/A	N/A	N/A	0%	60%	Yes
104	Biochemistry	1	N/A	N/A	N/A	N/A	N/A	N/A
105	Entomology	4	N/A	N/A	N/A	N/A	N/A	N/A
106	Forestry	4	N/A	N/A	N/A	50%	25%	No
107	Plant Sciences	12	N/A	N/A	N/A	40%	67%	Yes
108	Other Agriculture Related	0	N/A	N/A	N/A	N/A	N/A	N/A
109	Food Science	4	N/A	N/A	N/A	N/A	N/A	N/A
College of Education								
123	College of Education	22	71%	23%	No	N/A	N/A	N/A
College of Engineering								
140	Aeronautics & Astronautics	10	N/A	N/A	N/A	N/A	N/A	N/A
141	Chemical Eng.	5	N/A	N/A	N/A	N/A	N/A	N/A
142	Civil Engineering	8	N/A	N/A	N/A	N/A	N/A	N/A
143	Electrical & Computer Eng	24	N/A	N/A	N/A	N/A	N/A	N/A
144	Industrial Eng.	6	N/A	N/A	N/A	25%	17%	No
145	Mechanical Eng.	13	N/A	N/A	N/A	N/A	N/A	N/A
146	Other Engineering	26	N/A	N/A	N/A	N/A	N/A	N/A
College of Health & Human Sciences								
117	Public Health	4	N/A	N/A	N/A	N/A	N/A	N/A
128	Health and Kinesiology	6	N/A	N/A	N/A	0%	17%	Yes
159	Health Sciences	3	N/A	N/A	N/A	67%	0%	No
114	Hospitality & Tourism Mgmt	1	N/A	N/A	N/A	N/A	N/A	N/A
115	Human Dev & Family Studies	3	33%	0%	No	N/A	N/A	N/A
151	Nursing	6	N/A	N/A	N/A	N/A	N/A	N/A
116	Nutrition Science	2	N/A	N/A	N/A	N/A	N/A	N/A
130	Psychological Sciences	4	N/A	N/A	N/A	63%	50%	No
121	Speech, Language & Hearing Sciences	4	N/A	N/A	N/A	N/A	N/A	N/A
College of Liberal Arts								
120	Design, Art, & Performance	8	N/A	N/A	N/A	N/A	N/A	N/A
122	Communication	3	N/A	N/A	N/A	100%	100%	Yes
124	English	0	N/A	N/A	N/A	N/A	N/A	N/A
125	Foreign Language & Lit	4	N/A	N/A	N/A	N/A	N/A	N/A
126	History	9	N/A	N/A	N/A	N/A	N/A	N/A
127	Philosophy	5	N/A	N/A	N/A	17%	40%	Yes
129	Political Science	8	N/A	N/A	N/A	N/A	N/A	N/A
131	Sociology	5	N/A	N/A	N/A	N/A	N/A	N/A
132	Anthropology	4	50%	25%	No	N/A	N/A	N/A
Libraries and School of Information Studies								
135	Libraries	11	N/A	N/A	N/A	N/A	N/A	N/A
Daniels School of Business								
147	School of Business	27	N/A	N/A	N/A	37%	22%	No
College of Pharmacy								
150	College of Pharmacy	11	N/A	N/A	N/A	N/A	N/A	N/A
College of Science								
152	Biological Sciences	9	N/A	N/A	N/A	N/A	N/A	N/A
153	Chemistry	11	N/A	N/A	N/A	N/A	N/A	N/A
154	Geosciences	7	N/A	N/A	N/A	N/A	N/A	N/A
155	Physics	7	N/A	N/A	N/A	N/A	N/A	N/A
156	Computer Science	6	N/A	N/A	N/A	N/A	N/A	N/A
158	Mathematics	7	N/A	N/A	N/A	33%	14%	No
160	Statistics	2	N/A	N/A	N/A	33%	0%	No
Polytechnic Institute								
157	Polytechnic Institute	18	N/A	N/A	N/A	N/A	N/A	N/A

TABLE 29
PROGRESS TOWARD GOALS
OCTOBER 1, 2022 - SEPTEMBER 30, 2023

JOB GROUP	Total 2023 Placements	MINORITIES			WOMEN		
		2022 Goal	2023 Placements	Goal Met?	2022 Goal	2023 Placements	Goal Met?
College of Veterinary Medicine							
112	College of Veterinary Medicine	20	N/A	N/A	N/A	N/A	N/A
Executive, Administrative & Managerial Staff							
410	Executives	28	N/A	N/A	N/A	N/A	N/A
415	Academic Administrators	31	36%	23%	No	N/A	N/A
420	Student Affairs Administrators	31	21%	16%	No	N/A	N/A
425	Business & Financial Managers	76	10%	12%	Yes	61%	62%
430	Plant & Facilities Administrators	15	8%	13%	Yes	N/A	N/A
435	Residential Life Administrators	4	N/A	N/A	N/A	50%	75%
440	Athletic Administrators	7	29%	57%	Yes	43%	14%
445	Not Elsewhere Classified	8	N/A	N/A	N/A	N/A	N/A
Professional Staff							
510	Math and Computer Professionals	8	N/A	N/A	N/A	N/A	N/A
512	Engineers and Architects	45	N/A	N/A	N/A	N/A	N/A
515	Life and Physical Scientists	84	N/A	N/A	N/A	N/A	N/A
517	Clinicians & Medical Professionals	27	25%	41%	Yes	N/A	N/A
520	Counselors & Student Affairs	131	N/A	N/A	N/A	N/A	N/A
522	Social Sciences & Education	34	9%	12%	Yes	N/A	N/A
525	Arts/Media/Communication Professionals	183	17%	17%	Yes	N/A	N/A
530	Business & Accounting Professionals	195	14%	12%	Yes	N/A	N/A
532	Personnel Professionals	24	12%	21%	Yes	N/A	N/A
535	Administrative Assistants	31	6%	6%	Yes	N/A	N/A
537	Restaurateurs & Food Professionals	25	9%	0%	No	N/A	N/A
540	Sports & Recreation Professionals	49	N/A	N/A	N/A	N/A	N/A
555	Not Elsewhere Class - Professionals	92	9%	7%	No	N/A	N/A
Secretarial & Clerical Staff							
610	Secretaries	94	N/A	N/A	N/A	N/A	N/A
620	Clerks & Miscellaneous	78	N/A	N/A	N/A	N/A	N/A
645	Office Managers	136	9%	10%	Yes	N/A	N/A
Technical & Paraprofessional Staff							
710	IT Data & Application Development	137	N/A	N/A	N/A	N/A	N/A
711	IT Infrastructure	43	N/A	N/A	N/A	20%	19%
712	IT User Services & Operations	19	N/A	N/A	N/A	21%	21%
715	Engineering Technicians	7	N/A	N/A	N/A	0%	14%
720	Science Technicians	70	N/A	N/A	N/A	N/A	N/A
725	Nurses	10	N/A	N/A	N/A	N/A	N/A
730	Health & Wellness Specialists	58	N/A	N/A	N/A	N/A	N/A
735	Protective Services	26	10%	15%	Yes	N/A	N/A
Skilled Crafts Staff							
810	Construction Crafts	21	8%	0%	No	0%	10%
820	Mechanics & Repairers	11	0%	9%	Yes	8%	0%
825	Power Station Engineers & Other	32	3%	6%	Yes	3%	3%
830	Metal Crafts	3	N/A	N/A	N/A	N/A	N/A
850	Crafts and Maintenance Supervisors	15	15%	13%	Yes	N/A	N/A
Service & Maintenance Staff							
910	Food Service & Related	100	N/A	N/A	N/A	N/A	N/A
912	Cleaning Services & Housekeeping	223	N/A	N/A	N/A	N/A	N/A
915	Storage & Supply	38	3%	8%	Yes	47%	26%
917	Drivers & Deliverers	12	N/A	N/A	N/A	8%	0%
920	Grounds Workers	26	0%	4%	Yes	N/A	N/A
925	Agriculture & Related	14	11%	0%	No	N/A	N/A
940	Maintenance & Repair Worker	43	9%	7%	Yes	4%	2%
945	Not Elsewhere Class Service/Maint	4	N/A	N/A	N/A	N/A	N/A
950	Service & Labor Supervisors	17	7%	6%	Yes	N/A	N/A
955	Nutrition Program Assistants	8	N/A	N/A	N/A	N/A	N/A

V. IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTION (41 CFR § 60-2.17(b))

The University undertakes an in-depth analysis of its total employment process to determine whether and where impediments to equal employment opportunity exist. Where impediments are identified, the Office of the Vice President for Ethics and Compliance works with the appropriate unit to take corrective action.

A. Workforce by Unit and Job Group and Personnel Activity

The workforce analysis is based on an annual October snapshot file.⁴

1. Tenured, Tenure Track, Clinical and Research Faculty

The faculty job group is comprised of individuals who engage in teaching, research, or hold academic positions that directly support these activities.

Workforce Composition

For the period between October 2022 and September 2023,⁵ data for the West Lafayette campus shows the following for faculty:

The number of female faculty increased from 784 to 802 (increased by 18), and the percentage of female faculty increased slightly in 2023 (34.8%).

The number of minority faculty increased by 33 this year (from 785 to 818) and was distributed as follows: 3.8% are Black, 5.7% are Hispanic, 25.8% are Asian, 0.2% are American Indian, and 1.5% are Multi-racial.

Detailed data by job group for faculty is available in Table 8. See *also* Tables 11-22.

Findings:

For the October 2022 to September 2023⁶ period, the number for female faculty and the overall percentage increased. The number and overall percentages of minority faculty increased as well.

Minorities are underrepresented in 2 of 48 faculty job groups, down by 2 from last year.

Women are underrepresented in 17 of 48 faculty job groups, down by 2 from last year.

Corrective Action:

The Office of the Vice President for Ethics and Compliance will continue to monitor placement goal setting activity in each academic college and school.

Progress toward achieving placement goals will be monitored by the Office of the Vice President for Ethics and Compliance and reported annually to each Dean and the Provost and Executive Vice President for Academic Affairs and Diversity.

Each Department Head will be informed by the Office of Institutional Equity of departmental affirmative action placement goals at the start of each search for a new faculty member.

The Office of Institutional Equity will provide recruitment resources and education regarding effective and affirmative recruitment and retention activities.

⁴ The October snapshot file is an annual file that contains information on all employees as of September 30, 2023.

⁵ Movements are measured using the October 2023 snapshot workforce data.

⁶ *Id.*

Hires

One hundred and fifty-eight faculty members were hired in 2022-2023.⁷ Of these, 54 were women, and 76 were minorities.

Findings:

There was no statistically significant adverse impact against women or minorities in the faculty job groups.

Corrective Action:

No corrective action is required.

Detailed data setting out new faculty hires by gender and race/ethnicity is set forth in Table 30, below.

TABLE 30 NEW FACULTY HIRES BY GENDER AND RACE/ETHNICITY											
	Sex			Race/Ethnicity							Total
	Female	Male	Unknown	Black	Hispanic	Asian	American Indian	Multi-racial	Other	White	
Professor	13	31	0	2	1	16	0	0	1	24	44
Associate Professor	7	20	0	0	2	6	0	1	1	17	27
Assistant Professor	34	53	2	2	6	31	0	4	3	41	87

Promotions

Tenure and tenure-track faculty promotions in 2022-2023⁸ consisted of the following:

Associate to Full: 20 females and 24 minorities of a total of 53 were promoted from Associate Professor to Full Professor.

Assistant to Associate: 64 assistant professors were promoted to associate professor: 25 females and 30 minorities.

Findings:

There was no statistically significant adverse impact against minorities or women in any faculty job group with respect to promotion.

Corrective Action:

No corrective action is required.

Detailed data setting out promotions by gender and race/ethnicity is set forth in Table 31, below.

TABLE 31 FACULTY PROMOTIONS BY GENDER AND RACE/ETHNICITY											
	Sex			Race/Ethnicity							Total
	Female	Male		Black	Hispanic	Asian	American Indian	Multi-racial	Other	White	
Professor	20	33		1	3	18	0	0	2	29	53
Associate Professor	25	39		1	3	23	1	0	2	34	64
Assistant Professor	0	0		0	0	0	0	0	0	0	0

⁷ *Id.*

⁸ *Id.*

Terminations

There were a total of 146 faculty terminations in 2022-2023.⁹ Of these, 57 were female, 6 were Black, 5 were Hispanic, and 17 were Asian. Of the 146 terminations, 42 were due to retirements, 75 were resignations, 3 were due to death, 23 contracts were not renewed, and 3 were due to other termination causes.

Findings:

There was no statistically significant adverse impact against women or minorities in any faculty job groups in terminations.

Corrective Action:

No corrective action is required.

Detailed data setting out terminations by gender and race/ethnicity is set forth in Table 32, below.

⁹ *Id.*

**TABLE 32
FACULTY TERMINATIONS BY GENDER AND RACE/ETHNICITY**

	Sex		Termination Reason				Termination Reason							
			F	M	Race/Ethnicity		Blk	Hls	Asn	Aln	Oth	Wht		
Professor	Female	16	Resignation	8	6	Black	2	Resignation	1	0	4	0	1	8
	Male	34	Retirement	5	22	Hispanic	0	Retirement	1	0	3	0	0	23
			Deceased	0	2	Asian	9	Deceased	0	0	0	0	0	2
			Discharged	3	4	American Ind	0	Discharged	0	0	2	0	0	5
			Other/Unknown	0	0	Other	1	Other/Unknown	0	0	0	0	0	0
					White	38								
TOTALS		50		16 34		50		2	0	9	0	1	38	
Professor Associate	Female	12	Resignation	8	6	Black	1	Resignation	1	0	1	0	4	8
	Male	19	Retirement	3	8	Hispanic	1	Retirement	0	0	0	0	0	11
			Deceased	0	1	Asian	1	Deceased	0	0	0	0	0	1
			Discharged	1	4	American Ind	0	Discharged	0	1	0	0	0	4
			Other/Unknown	0	0	Other	4	Other/Unknown	0	0	0	0	0	0
					White	24								
TOTALS		31		12 19		31		1	1	1	0	4	24	
Professor Assistant	Female	15	Resignation	11	17	Black	3	Resignation	3	2	3	0	2	18
	Male	23	Retirement	0	0	Hispanic	3	Retirement	0	0	0	0	0	0
			Deceased	0	0	Asian	4	Deceased	0	0	0	0	0	0
			Discharged	2	5	American Ind	1	Discharged	0	1	0	1	0	5
			Other/Unknown	2	1	Other	3	Other/Unknown	0	0	1	0	1	1
					White	24								
TOTALS		38		15 23		38		3	3	4	1	3	24	
Professor Clinical	Female	2	Resignation	0	0	Black	0	Resignation	0	0	0	0	0	0
	Male	1	Retirement	1	1	Hispanic	0	Retirement	0	0	0	0	0	2
			Deceased	0	0	Asian	0	Deceased	0	0	0	0	0	0
			Discharged	1	0	American Ind	0	Discharged	0	0	0	0	0	1
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	3								
TOTALS		3		2 1		3		0	0	0	0	0	3	
Professor Clinical Associate	Female	3	Resignation	3	2	Black	0	Resignation	0	0	0	0	0	5
	Male	2	Retirement	0	0	Hispanic	0	Retirement	0	0	0	0	0	0
			Deceased	0	0	Asian	0	Deceased	0	0	0	0	0	0
			Discharged	0	0	American Ind	0	Discharged	0	0	0	0	0	0
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	5								
TOTALS		5		3 2		5		0	0	0	0	0	5	
Professor Clinical Assistant	Female	9	Resignation	7	6	Black	0	Resignation	0	1	2	0	3	7
	Male	7	Retirement	2	0	Hispanic	1	Retirement	0	0	0	0	0	2
			Deceased	0	0	Asian	2	Deceased	0	0	0	0	0	0
			Discharged	0	1	American Ind	0	Discharged	0	0	0	0	0	1
			Other/Unknown	0	0	Other	3	Other/Unknown	0	0	0	0	0	0
					White	10								
TOTALS		16		9 7		16		0	1	2	0	3	10	
Professor of Research Associate	Female	0	Resignation	0	0	Black	0	Resignation	0	0	0	0	0	0
	Male	1	Retirement	0	0	Hispanic	0	Retirement	0	0	0	0	0	0
			Deceased	0	0	Asian	0	Deceased	0	0	0	0	0	0
			Discharged	0	1	American Ind	0	Discharged	0	0	0	0	0	1
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	1								
TOTALS		1		0 1		1		0	0	0	0	0	1	
Professor Research Assistant	Female	0	Resignation	0	1	Black	0	Resignation	0	0	0	0	0	1
	Male	2	Retirement	0	0	Hispanic	0	Retirement	0	0	0	0	0	0
			Deceased	0	0	Asian	1	Deceased	0	0	0	0	0	0
			Discharged	0	1	American Ind	0	Discharged	0	0	1	0	0	0
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	1								
TOTALS		2		0 2		2		0	0	1	0	0	1	

The Office of Institutional Equity reviews and revises the tools used to assist the faculty in achieving placement goals. In the last year, staff in the Office of Institutional Equity and the Office of the Vice President for Ethics and Compliance conducted search and screen presentations to search committees. Additionally, OIE staff also took part in several *Recruiting Excellent Faculty* workshops for search committee members.

2. Non-Tenure Track Instructional Faculty

Non-Tenure Track Instructional Faculty includes visiting faculty, post-doctoral research associates, and other non-tenure track positions that by definition are intended to be positions of a limited duration. Non-Tenure Track Instructional Faculty are included as part of the workforce summaries, but placement goals are not established for this group.

Workforce Composition

For the period between October 2022 and September 2023,¹⁰ data shows the following for non-tenure track faculty:

There are 1298 non-tenure track instructional faculty, representing an increase of 30 from 1268.

The number of female non-tenure track faculty increased from 578 to 607 (46.76% of total).

Of the total of 1298, 605 of non-tenure track instructional faculty are minorities and are distributed as follows: 2.5% are Black; 6.9% are Hispanic; 4.1% are Native American, 24.3% are Asian, and 8.7% are Multi-racial. The number of minority non-tenure track faculty increased by 5.

3. Executive, Administrative, and Managerial Staff

Workforce Composition

For the period between October 2022 and September 2023,¹¹ data for the West Lafayette campus shows the following for executive, administrative, and managerial staff:

The number of females at the executive, administrative, and managerial level increased to 452 from 405.

The number of minorities at the executive, administrative, and managerial level increased from 93 to 108. Minority staff in this category were distributed as follows: 4.3% are Black, 3.2% are Hispanic, 3.4% are Asian, 0.1% are American Indian, and 0.8% are multi-racial.

Detailed data by job group of Executive, Administrative, and Managerial Staff is available in Tables 9 and 23.

Findings:

The number of females in this category increased by 47.

The number of minorities in this category increased by 15.

There was no statistically significant adverse impact against women or minorities in these job groups.

Minorities are underrepresented in four of the eight high level executive and managerial job groups.

Women are underrepresented in three of the eight high level executive and managerial job groups.

¹⁰ Movements are measured using the October 2023 workforce data.

¹¹ *Id.*

Corrective Action:

As positions become available, the President, Executive Vice Presidents, and Vice Presidents will be made aware of the opportunity and placement goals.

The Office of the Vice President for Ethics and Compliance and Human Resources will assist hiring supervisors and search committees to develop appropriate recruitment resources.

Promotions and Transfers

University practice encourages transfers and promotions to further employee growth and development. The University launched a new Human Capital Management system on January 1, 2019. This involved an upgrade from SAP to SuccessFactors, an integrated, cloud-based core human capital management solution. All hiring is now automated through SuccessFactors. SuccessFactors identifies potential career paths, promotional opportunities, and requirements for advancement. Following the implementation of SuccessFactors, consideration for promotions is incorporated into the University calendar. Staff promotions take place twice a year. Approved promotions go into effect January 1 and July 1.

Findings:

There was no statistically significant adverse impact against women or minorities in promotions and transfers.

Corrective Actions:

No corrective action is required.

Terminations

Human Resources and the Office of the Vice President for Ethics and Compliance monitor terminations. In addition, all cases of involuntary termination are referred to Employee Relations for review.

For the October 2022 to September 2023 period there were: 85 terminations of which 21 were retirements, 47 resignations, 2 reduction in force, and 1 death, and 14 others.

The Office of the Vice President for Ethics and Compliance conducts analyses to identify areas in which termination rates are higher for minorities and females.

Findings:

For the October 2022 to September 2023¹² period, there was no statistically significant adverse impact against women or minorities in the executive, administrative, and managerial job groups.

Corrective Action:

No corrective action is required.

Progress Toward Placement Goals for Executive, Administrative, and Managerial

Five job groups had placement goals for minorities. Progress was made in three groups.

Three job groups had placement goals for females. Progress was made in two groups.

¹² *Id.*

4. Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

Workforce Composition

For the period between October 2022 and September 2023,¹³ data for the West Lafayette campus shows the following for Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled crafts, and Service and Maintenance staff:

The total workforce (headcount) increased by 366 persons to 6819. The number of females increased by 238, and the number of minorities increased by 87.

The number of women increased in four of the five EEO-6 categories. The number of minorities increased in four of the five EEO-6 categories.

Professional Staff – The number of females in this category increased from 1762 to 1957. Of the Professional staff, 499 are minorities: 4.0% are Black, 4.2% are Hispanic, 6.9% are Asian, 0.2% are American Indian, and 1.5% are multiracial. Minority staff increased by 89.

Clerical and Secretarial – The number of females in this category decreased from 993 to 967. Of the Clerical and Secretarial staff, 97 are minorities: 1.4% are Black, 4.6% are Hispanic, 2.3% are Asian, 0.2% are American Indian, and 0.8% are Multiracial. Minority staff increased by 16.

Technical and Paraprofessional – The number of females in this category increased from 532 to 597. Of the Technical and Paraprofessional staff, 204 are minorities: 3.1% are Black, 4.0% are Hispanic, 6.3% are Asian, 0.2% are American Indian, and 2.1% are Multiracial. Minority Staff increased by 65.

Skilled Crafts – The number of females in this category increased from 10 to 13. Of the Skilled Crafts staff, 17 are minorities: 1.0% are Black, 2.6% are Hispanic, 0.3% are Asian, and 1.6% are Multiracial. The number of minority staff increased by 4.

Service and Maintenance – The number of females in this category increased from 572 to 573. Of the Service and Maintenance staff, 226 are minorities: 3.1% are Black, 10.0% are Hispanic, 4.6% are Asian, 0.4% are American Indian, and 1.1% are Multiracial. Minority staff increased by 23.

Detailed data by job group for Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance is set forth in Tables 10 and 24-28.

Findings:

Minorities are underrepresented in five of the thirteen Professional job groups, two of the four Clerical and Secretarial categories, two of the eight Technical and Paraprofessional categories, three of the six Skilled Crafts categories, and seven of the ten Service and Maintenance categories.

Women are underrepresented in none of the thirteen Professional job groups, none of the four Clerical and Secretarial categories, three of the eight Technical and Paraprofessional categories, six of the six the Skilled Crafts categories, and three of the ten Service and Maintenance categories.

Corrective Action:

The Job Family Structure defines and identifies lines of progression for non-faculty staff.

The Office of the Vice President for Ethics and Compliance will work with Human Resources to expand recruitment resources for the job groups.

Human Resources will monitor openings for which there is a placement goal and, working with hiring supervisors, will demonstrate good faith efforts to find qualified minority and/or female candidates.

¹³ *Id.*

Hiring

Findings:

There were no job groups which had adverse impact against women or minorities in hiring.

Corrective Action:

No corrective action is required.

Promotions and Transfers

The University encourages transfers and promotions to further employee growth and development. SuccessFactors identifies potential career paths, promotional opportunities, and requirements for advancement. Following the implementation of SuccessFactors, consideration for promotion is incorporated into the University calendar. Staff promotions take place twice a year. Approved promotions go into effect January 1 and July 1.

Findings:

Females and minorities are represented in all EEO categories. There was no statistically significant adverse impact against minorities or women in these job groups.

Corrective Action:

No corrective action is required.

Reductions In Force

If the University has any layoffs or recalls, the Office of the Vice President for Ethics and Compliance will monitor the proceedings to ensure fair application of those procedures.

Findings:

There were 17 reductions in force in this group.

There was no statistically significant adverse impact toward minorities or women.

Terminations

Human Resources and the Office of the Vice President for Ethics and Compliance monitor terminations. In addition, all cases of involuntary termination are referred to Employee Relations for review. There were 1310 Terminations: 12 Deaths, 140 Retirements, 684 Resignations, and 474¹⁴ Terminations.

Findings:

There was no statistically significant adverse impact against minorities or women in these job groups in terminations.

Corrective Action:

No corrective action is required.

Progress Toward Placement Goals

Professional:

¹⁴ Includes the 17 reductions in force listed in paragraph d above.

Placement goals for minorities were met in six of eight groups with placement goals and progress were made in one group.

There was no placement goal for females.

Clerical and Secretarial:

Placement goal for minorities was met in all groups.

There were no placement goals for females.

Technical and Paraprofessional:

The placement goal was met for minorities.

Placement goals for females were met in two of three groups with placement goals and progress were made in one group.

Skilled Crafts:

Placement goals for minorities were met in three of the four groups.

Placement goals for females were met in one of three groups with placement goals. Progress was made in one group.

Service and Maintenance:

Placement goals for minorities were met in four of five groups with placement goals.

There were placement goals for females in three groups. Progress were made in two of the three groups.

B. Salary Studies

1. Faculty

The Office of Vice President for Ethics and Compliance conducts an annual campus-wide Faculty Salary Equity Study. This multiple regression analysis considers rank, tenure, service time, department, and other variables to identify cases of possible salary inequity. However, not all variables which influence salary are digitized and quantified in the regression analysis. The results are reported to the Provost and Executive Vice President for Academic Affairs and Diversity and the Vice President for Ethics and Compliance and include recommendations for correcting any disparities that appear to be based on gender, race, or ethnicity. Adjustments will be made by the Provost and Executive Vice President for Academic Affairs and Diversity and/or by Deans, as appropriate.

Findings:

The 2022-23 Faculty Salary Equity Study indicates that female to male salary ratios by college show no instance of disparity at varying ranks. Further, the Faculty Salary Equity Study indicates that non-minority to minority salary ratios by college show no instance of disparity at varying ranks.

Corrective Action:

No corrective action is required.

2. Executive, Administrative, and Managerial and Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

It is the practice of the Office of the Vice President for Ethics and Compliance to evaluate annual compensation for all University non-faculty employees utilizing the same methodology the OFCCP would use to initially evaluate compensation.

Average compensation of comparator job groups are determined for male vs. female and minority vs. non-minority comparisons. Comparator job groups outside of a 5% differential in average compensation are then assessed in

more detail. The added factors of service years (calculated using the employee's level date) and education are examined to determine if they explain any differential. Disparities that appear to be based on gender, race, or ethnicity are brought to the attention of the appropriate unit head for exploration and, if required, correction. Additionally, Human Resources evaluates compensation of new hires, transfers, and promotions.

Findings:

All potential disparities which are identified will be examined and brought to the attention of the relevant departments and units.

Corrective Action:

Human Resources will work with the Office of the Vice President for Ethics and Compliance to resolve any issues which are identified.

C. Selection, Recruitment, Referral, and General Personnel Procedures

The University must observe requirements of the Uniform Guidelines on Employee Selection Procedures. Where adverse impact is found, the applicant flow data, selection criteria, and all elements of the selection process will be reviewed to ensure that only job-related, nondiscriminatory factors are considered in making employment decisions. Selected officials will be informed of the need to take corrective action if adverse impact is found in the recruitment or selection process.

1. Job Requirements and Descriptions

The Deans and/or Department Heads and/or Search Committees create job descriptions for faculty positions. The Office of Institutional Equity reviews these descriptions whenever a position vacancy is being filled or when circumstances dictate.

The Compensation Team within Human Resources creates and maintains a job description bank, which lists the requirements for every non-faculty position at the University. Staff from this team review these descriptions whenever a position vacancy is being filled or when other circumstances dictate. In addition, reviews may be requested by a unit supervisor or by the Office of the Vice President for Ethics and Compliance.

2. Referral Procedures

After a faculty position has been posted and/or advertised, the Deans, Department Heads, and/or Search and Screen Committee Chairs refer the credentials of all applicants to the Search and Screen Committee in the relevant academic department.

For the Executive, Administrative, and Managerial job group and the non-faculty and non-administrative job groups, the Talent Acquisition Team of Human Resources refers the credentials of qualified applicants, including those who may fulfill affirmative action placement goals, to the hiring department.

3. Pre-employment Inquiries

Federal laws do not expressly prohibit inquiries concerning race, color, religion, sex, or national origin, but 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 stage, including all job pre-tests, reference checks, interview forms/questions, and other information gathering procedures, is prohibited.

Faculty

Findings:

Search and Screen Committees possess greater awareness that they are responsible for promoting equal employment opportunity and making good faith efforts to ensure appropriate outreach and consideration of all qualified applicants. New participants in the process may not have sufficient knowledge of equal employment opportunity and related topics.

Corrective Action:

Over the summer of 2022, the Office of Institutional Equity worked with the Office of the Provost to update the University's training and printed materials describing the faculty hiring process. The updated manual is called *Recruiting Excellent Faculty: A Practical Guide*. The updated manual is provided to members of faculty Search and Screen Committees and provides education to the faculty regarding effective employment practices that promote and support Equal Employment Opportunity and affirmative action. The Director of Institutional Equity and/or her designee meet with Search Committees on request.

Executive, Administrative, and Managerial and Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

Findings:

No adverse findings were made.

Corrective Action

Corrective action is not necessary.

4. Appropriateness of Recruitment Strategies and Outreach

The Office of Institutional Equity reviews recruitment efforts for faculty positions each time there is an opening. Recruitment efforts are judged, in part, on the scope of advertising for the position. Faculty positions are announced on a national basis.

Recruitment of executive, administrative, managerial, professional non-faculty, clerical, and service staff is a joint responsibility of the hiring department and Human Resources. Recruitment efforts are judged, in part, on the scope of advertising for the position. Positions at the executive, administrative, and managerial level are announced on a national basis. Professional non-faculty positions are announced on a national basis when warranted, or limited to a regional or state basis depending on the level of the position. Clerical and service positions are generally limited to local recruiting areas.

Departments should make good faith efforts in their recruitment processes. Care should be taken to actively seek out minorities and women, particularly in those areas where there are placement goals.

5. Review of Sources

Faculty

The Office of Institutional Equity maintains a list of recruitment sources to assist departments in their recruitment efforts. Departments, however, should be familiar with the principal sources specific to their particular area of expertise.

Findings:

Although improved, there is currently not a comprehensive and continuous analysis regarding the use of recruitment sources and their subsequent effectiveness.

Corrective Action:

The Faculty Search and Screen Manual which was replaced in August 2022 with the new *Recruiting Excellent Faculty: A Practical Guide*. This publication includes an updated listing of recruitment sources. The recruitment sources suggested for each search are reviewed by the Office of Institutional Equity.

The Office of Institutional Equity will inform Search and Screen Committees of the availability of recruitment sources.

Executive, Administrative, and Managerial and Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

Human Resources maintains a list of recruitment sources to assist departments in their recruitment efforts. Departments, however, should be familiar with the principal sources specific to their particular area of expertise.

Findings:

Human Resources' website contains a list of recruitment sources.

Corrective Action:

The recruitment source listing will continue to be updated with current information.

Human Resources will inform each hiring supervisor or, when appropriate, the Search and Screen Committee of the availability of recruitment sources.

Appropriate recruitment sources will be directed to the hiring supervisor or, when appropriate, to the Search and Screen Committee.

Talent Acquisition in Human Resources is studying effectiveness of various recruitment resources.

6. Other Areas**Seniority Practices, Union Agreements, and Lines of Progression**

The University has formal tenure track and promotional procedures in place for faculty. Three committees, a department primary committee, an area committee, and a campus promotions committee, review all annual nominations for faculty promotion and tenure. The Job Family structure which is part of Success Factors defines and identifies lines of progression for non-faculty staff.

Findings:

The Office of the Vice President for Ethics and Compliance and the Office of the Provost review faculty promotions each year. If there is statistically significant adverse impact in faculty promotions, the appropriate Dean or the Provost and Executive Vice President for Academic Affairs and Diversity is contacted to discuss and initiate corrective action, if necessary.

Corrective Action:

The Office of the Provost and the Office of the Vice President for Ethics and Compliance will continue to review, on an annual basis, minority and female faculty who were eligible but have not been promoted to determine the reason and initiate corrective action, when appropriate.

The University has no formal seniority system or current union contracts.

Education**Faculty**

All educational opportunities for faculty are open to participation. The Office of the Provost offers numerous professional development programs, such as the offerings from the Center for Instructional Excellence, the Susan Bulkeley Butler Center for Leadership Excellence, Teaching for Tomorrow Fellowship Awards Program, the Faculty Fellowships for Study in a Second Discipline program that offer faculty an opportunity to extend their scholarship through study in a field different from their original academic discipline. In addition, academic departments and other administrative offices offer professional development opportunities to faculty including attendance at seminars and workshops.

Executive, Administrative, and Managerial and Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

All educational programs offered through the University are open to all. LinkedIn Learning tutorials are available to faculty and staff at no charge. In addition, departments at the University offer additional educational opportunities for their staff including attendance at conferences and workshops.

Workforce Attitudes

The emphasis on creating an inclusive environment for minorities and women continues throughout the University.

Finding:

The University continues to provide an online Bias Incident Reporting Form, which provides a centralized, online location for faculty, staff, students, and visitors to report bias incidents at Purdue. This initiative will also assist in the centralization of bias incident tracking and reporting.

Individuals are also permitted to report concerns in the University community, including concerns about intolerance, anonymously through the University's Whistleblower Hotline.

Corrective Action:

No corrective action is required.

Posters and Notices

Required posters and notices with information on equal employment opportunity and affirmative action policies are placed in all campus buildings. The Office of Institutional Equity annually distributes a memorandum to all Building Deputies requiring them to conduct routine checks of employee bulletin boards and other relevant areas for required equal employment opportunity and affirmative action posters and notices. For the Building Deputies' convenience, the memorandum is accompanied by up-to-date posters for posting in place of outdated posters.

Findings:

The Office of Institutional Equity requires Building Deputies to return a signed checklist indicating their receipt of updated posters and notices, thereby permitting the University to monitor compliance with this requirement. The Office of Institutional Equity also provides replacements as posters become worn over time.

Corrective Action:

No corrective action is required.

VI. ACTION-ORIENTED PROGRAMS (41 CFR 60-2.17(c))

A. 2023-24 Affirmative Action Plan Year Action-Oriented Steps

In addition to the corrective action items identified in Section V above, the following is a list of action-oriented steps the Office of the Vice President for Ethics and Compliance has identified that are designed to demonstrate the University's good faith efforts to meet established goals and objectives:

Special Initiatives

At the August 7, 2020, meeting of the Purdue Board of Trustees, the creation of the Purdue Equity Task Force was announced. On August 26, 2020, the University announced members of a steering committee to guide and direct the work of the Equity Task Force throughout the fall semester. The Purdue Board of Trustees charged the task force which will ultimately report to the Board. The task force is to develop a plan for all Purdue campuses with specific actions to ensure that all members of the University community have the opportunity to equitably experience everything Purdue has to offer. The task force has been asked to focus on structural and environmental barriers to

The Women's Resource Network and the Susan Bulkeley Butler Center for Leadership Excellence launched Purdue Women Lead, an initiative created to provide support to women in formal leadership positions at the University. Purdue Women Lead offers professional and leadership development opportunities throughout the academic year to women leaders on campus. In addition, the Women's Resource Network presents educational programs to raise awareness and educate the University community on women's issues.

On September 27-28, 2023, Purdue held a live in person and virtual-live conference for assistant professors. The 14th annual iteration of the conference was aimed towards professional development of early career academics. The conference has been renamed the Conference for Assistant Professors. The conference is geared toward professional development of early career academics.

Purdue offers four childcare centers on the West Lafayette campus, each of which offers slightly different learning experiences for children. Childcare options are available on the West Lafayette campus for children ages six weeks through pre-kindergarten.

Purdue provides paid parental leave to benefits-eligible employees in order to provide faculty and staff time for bonding following the birth or adoption of a child. Paid leave is provided to eligible employees for up to six weeks during the first 12 months following the birth or adoption of a child.

On an annual basis beginning in 2004, the Office of the Vice President for Ethics and Compliance (and predecessor departments) present the Dreamer Award to individuals and/or organizations within the Purdue community whose contributions embody Martin Luther King, Jr.'s vision of service to others and furthers the University's commitment to diversity and inclusion.

VII. INTERNAL AUDIT AND REPORTING SYSTEM (41 CFR § 60.217(d))

To comply with the Department of Labor regulations, the University must have an auditing system that periodically measures the effectiveness of its total affirmative action program. Key actions include 1) monitoring records of personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation at all levels of the University to ensure the Nondiscrimination Policy Statement is carried out; 2) requiring periodic and regular internal reporting as to the degree to which equal employment opportunity objectives are achieved; 3) reviewing results with management; and 4) advising top management of program effectiveness and providing recommendations for improvement.

The following section discusses the auditing and reporting processes that have been developed and implemented at the University in order to monitor, evaluate, and ensure that equal employment opportunity objectives are a norm rather than an aspiration.

A. Recruitment and Selection Procedures Audits

The Office of the Vice President for Ethics and Compliance periodically undertakes an audit of the employment records of a campus unit to verify that University policies and procedures are properly followed during staff recruitment and selection and the faculty search and screen processes. Results of these audits, which include recommendations for a unit to improve its recruitment and selection procedures, are provided to the unit head by the Vice President for Ethics and Compliance.

B. Internal Reporting of Affirmative Action Program Reports and Analyses

Consistent with the Equal Opportunity, Equal Access and Affirmative Action Policy (III.C.2), the responsibility for disseminating this information to Department and Unit Heads and to hiring supervisors rests with the respective Deans and Vice Presidents.

C. Salary Equity Studies

The Office of the Vice President for Ethics and Compliance conducts an annual campus-wide Faculty Salary Equity Study. This multiple regression analysis considers rank, tenure, service time, department, and other variables to identify cases of possible salary inequity. The results are reported to the Provost and Executive Vice President for Academic Affairs and Diversity and the Vice President for Ethics and Compliance, and include recommendations for correcting any disparities that appear to be based on gender, race, or ethnicity. Adjustments will be made by the Provost and Executive Vice President for Academic Affairs and Diversity and/or by Deans, as appropriate.

It is the practice of the Office of the Vice President for Ethics and Compliance to undertake studies of annual compensation for all University non-faculty employees utilizing the same methodology the OFCCP would use to initially evaluate compensation. Average compensation of comparator job groups are determined for male vs. female and minority vs. non-minority comparisons. Comparator job groups outside of a differential in average compensation will then be assessed in more detail. The added factors of service years (calculated using the employee's level date) and education will be examined to determine if they explain the differential. Disparities that appear to be based on gender, race, or ethnicity are brought to the attention of the appropriate unit head for exploration and, if required, correction.

D. Promotion and Tenure Study

The Office of the Vice President for Ethics and Compliance and the Office of the Provost have joined in a review of the faculty promotion and tenure process. The purpose of this review, conducted annually, is to analyze the results of the promotion and tenure process to ensure that it does not violate the principles of equal access and equal opportunity. This analysis is reported to the Provost and the Vice President for Ethics and Compliance.

E. Monitoring of Position Specifications

1. Staff

The Talent Acquisition Team within Human Resources reviews all non-faculty position specifications for job-relatedness and nondiscrimination on the basis of race, religion, color, sex, age, national origin, ancestry, disability, veteran status, marital status, parental status, sexual orientation, gender identity or gender expression, except where age or sex is a bona fide occupational qualification.

2. Faculty

Each academic department is responsible for monitoring its respective faculty job specifications for job-relatedness and nondiscrimination. The Office of Institutional Equity assists in this evaluation process.

F. Distribution of Position Announcements

1. Staff

All applicants apply for positions through the University's SuccessFactors portal. Applicants and current employees access the site at the following link: <https://careers.purdue.edu/> Each advertisement and search plan is reviewed by a Talent Acquisition team member or Human Resources specialist to see that it includes mechanisms likely to reach protected class members. When efforts appear inadequate, the recruiter will speak with the hiring supervisor or search committee chair to urge additional and/or other strategies.

2. Faculty

The Office of Institutional Equity monitors each faculty position announcement for an adequate search and recruitment plan. The office also checks for compliance with equal employment opportunity and affirmative action guidelines and disclaimers. Applicants for faculty positions also apply via the SuccessFactors portal:

<https://careers.purdue.edu/>

Each advertisement and search plan is also reviewed to see that it includes mechanisms likely to reach protected class members. When efforts appear inadequate, a staff member from the Office of Institutional Equity will contact the Search Chair or Department Head to urge additional and/or alternative strategies.

G. Selection Process

1. Staff Test Validation

Tests used in the selection process are subject to review by the Office of the Vice President for Ethics and Compliance and Human Resources to judge their validity and relevance.

2. Selection Procedures

Education, skills, and experience summaries have been established for the ranking and referral of applicants with administrative, technical, clerical, or service job interests. The summaries rely on job specification, and a comparison of each eligible applicant's work experience, skills, and knowledge. The rating systems used reflect the University's commitment to affirmative action by supporting the referral of minorities and females.

3. Education of Selection Personnel

Unit managers and supervisors responsible for making hiring decisions are taught equal employment opportunity requirements in open workshops offered by the Office of the Vice President for Ethics and Compliance and Human Resources.

4. Adherence to Uniform Guidelines on Employee Selection

Human Resources adheres to the Uniform Guidelines on Employee Selection Procedures in its screening and referral process. Close communication is maintained between the Human Resources staff handling employment and hiring supervisors. Telephone conversations and visits with supervisors are conducted regularly by recruiters to ensure compliance with the University's policies and procedures.

5. Advertising

Advertisements are prepared by the respective college, school, or department. The Office of Institutional Equity monitors all faculty advertisements for inclusion of the appropriate tagline. Human Resources and, when requested, the Office of Institutional Equity monitor the non-faculty advertisements for inclusion of this statement.

The phrase "an equal opportunity/equal access university" is used for advertising in publications pertaining to

special events, programs, and activities.

The Office of the Institutional Equity advises and assists colleges, schools, departments, or units regarding wording and tone that might have greater recruitment appeal for women and minorities.

6. Publications

Purdue University's Office of Marketing and Media staff ensures that University publications contain the phrase "an equal opportunity/equal access university." It also checks to see that where there are pictures of students, faculty, staff, or visitors, there is a balanced representation of women and minorities.



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Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.