



## **Affirmative Action Plan**

### **Protected Veterans And Individuals with Disabilities**

**October 2025 to September 2026**

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## **I. Introduction**

### **A. The General Purpose and Applicability of Purdue University's Affirmative Action Program**

41 CFR 60-300.40; 41 CFR 60-741.40

Federal contractors including Purdue are required by federal law to develop a written affirmative action program for protected veterans and individuals with Disabilities. This program complies with Section 503 of the Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Act of 1974 (38 USC 4212), as amended. A complete affirmative action program also includes mechanisms that enable the University to continually monitor and evaluate its employment practices to ensure that they are free from bias and discrimination based on Disability, or status as a Protected Veteran.

This Affirmative Action Plan for Protected Veterans and Individuals with Disabilities is a working document that is prepared annually for reporting academic and staff personnel actions and informing the West Lafayette campus of information relevant to the development, analysis, enforcement, evaluation, dissemination, and monitoring of the plan and its policies.

An affirmative action program is a management tool designed to ensure equal employment opportunity, and to foster employment opportunities for Protected Veterans and Qualified Individuals with Disabilities.

This Affirmative Action Plan for Protected Veterans and Individuals with Disabilities applies to the operations of all colleges, schools, and departments managed on and affiliated with the West Lafayette campus, including organizational units, the Indianapolis campus, and the central administration of the University. Purdue also operates Purdue University Fort Wayne and Purdue University Northwest. PFW and each of Purdue University Northwest's 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. Availability**

41 CFR 60-300.41; 41 CFR 60-741.41

This plan 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, 4<sup>th</sup> Floor, 155 S. Grant Street, West Lafayette, Indiana 47907.

The plan is also available on the website of the Office of the Vice President for Ethics and Compliance at the following address: <https://www.purdue.edu/vpec/compliance/plans-for-veterans-and-undivduals-with-disabilities/>

Questions about Purdue's Affirmative Action Plan for Protected Veterans and Individuals with Disabilities or about affirmative action may be directed to the Associate Vice President for Compliance at [compliance@purdue.edu](mailto:compliance@purdue.edu).

### **C. Invitation to Self-Identify**

41 CFR 60-300.42; 41 CFR 60-741.42

As part of Purdue University's affirmative action obligation, the University invites applicants for employment to state whether the applicant believes that s/he is an individual with a Disability and/or a Protected Veteran. After an offer of employment has been made, but before the individual begins working, Purdue again offers the opportunity to state whether the individual believes that s/he is an individual with a Disability and/or a Protected Veteran. Additionally, at five-year intervals, the University invites employees to voluntarily inform Purdue whether the employee believes that s/he is an individual with a Disability. Purdue reminds employees that they may voluntarily update their Disability status on annual basis.

All information that Purdue University maintains on self-identification is kept confidential.

## **D. Definitions**

All defined terms are capitalized throughout this Affirmative Action Plan for Protected Veterans and Individuals with Disabilities:

### **Active Duty Wartime or Campaign Badge Veteran**

Any veteran who served on active duty in the U.S. military, ground, naval, or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.

### **Armed Forces Service Medal Veteran**

Any veteran who while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

### **Disability**

(1) A physical or mental impairment that substantially limits one or more major life activities for such individual; (2) A record of such an impairment; or (3) Being regarded as having such an impairment.

This definition does not include individuals: (1) currently engaging in the illegal use of drugs when the University acts on the basis of such use; (2) whose current use of alcohol prevents them from performing the essential functions of the employment position or whose current alcohol abuse would constitute a direct threat to property or to the health or safety of the individual or others; or (3) who currently has a contagious disease or infection that prevents them from performing the essential functions of the employment position, or who, by reason of such disease or infection, would constitute a direct threat to the health or safety of the individual or others.

### **Disabled Veteran**

(1) A veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service-connected Disability.

### **Discrimination**

The process of illegally differentiating between people on the basis of group membership rather than on individual merit.

### **Equal Opportunity Employment**

A concept that 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 expression, Disability, or status as a veteran. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without Reasonable Accommodation(s).

### **Individual Discrimination**

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 expression, Disability, or status as a veteran.

### **Qualified Individual with a Disability**

A person who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires and who, with or without Reasonable Accommodation(s), can perform the essential functions of such position.

### **Protected Veteran**

This term includes a Disabled Veteran, a Recently Separated Veteran, an Active Duty Wartime or Campaign

Badge Veteran, and Armed Forces Service Medal Veteran.

**Reasonable Accommodation**

A modification or adjustment to a job, the work environment, or the way a job is usually done that enables a Qualified Individual with a Disability to enjoy an Equal Employment Opportunity.

**Recently Separated Veteran**

Any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service, during the three-year period beginning on the date of such veteran's discharge or release from active duty.

**Systemic Discrimination**

Unequal treatment that results from "neutral" institutional practices that continue the effect of past Discrimination.

**Undue Hardship**

An action that requires significant difficulty or expense in relation to the size of the employer, the resources available, and the nature of the operation.

## **II. Required Contents of Affirmative Action Program**

### **A. Equal Opportunity Policy Statement**

41 CFR 60-300.44(a); 41 CFR 60-741.44(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. 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 and the issuance of Purdue University's policy on Equal Opportunity and Equal Access Policy (III.C.2), most recently revised June 30, 2025. (See [http://www.purdue.edu/purdue/ea\\_eou\\_statement.html](http://www.purdue.edu/purdue/ea_eou_statement.html) and

<https://www.purdue.edu/vpec/policies/ethics/iic2/>.) 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 or gender expression, Disability or status as a veteran.

Ultimate responsibility for compliance with the applicable nondiscrimination laws and policies rests with the Board of Trustees and with the University's executive officers. Mung Chiang, President of the University, assumes full responsibility for the successful implementation of the University's equal opportunity policy and the Affirmative Action Plan for Protected Veterans and Individuals with Disabilities for the West Lafayette campus.

The University will recruit, hire, train, and promote persons in all job titles, and ensure that all personnel actions are administered without regard to Protected Veteran status or Disability and ensure that all employment decisions are based only on valid job requirements.

Employees and applicants for employment shall not be subjected to harassment, intimidation, threats, coercion or Discrimination because they have engaged in or may engage in any of the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of section 503 of the Rehabilitation Act of 1973, as amended, or to the administration of the affirmative action provisions of VEVRAA, or any other Federal, State, or local law requiring equal opportunity for individuals with disabilities;
- (3) Opposing any act or practice made unlawful by section 503 of the Rehabilitation Act of 1973, as amended, or its implementing regulations regarding affirmative action, or VEVRAA or its implementing regulations regarding affirmative action or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
- (4) Exercising any other right protected by section 503 of the Rehabilitation Act of 1973, as amended or its implementing regulations regarding affirmative action or by VEVRAA or its implementing regulations regarding affirmative action.

The University has designed and implemented an audit and reporting system that will (1) measure the effectiveness of the University's affirmative action program; (2) indicate any need for remedial action; (3) determine the degree to which the University's objective have been attained; (4) determine whether known individuals with disabilities have had the opportunity to participate in all University sponsored educational, training, recreational, and social activities; (5) measure the University's compliance with the affirmative action program's specific obligations; and (6) document the actions taken to comply with the obligations listed in this paragraph, and retain these documents as employment records subject to the recordkeeping requirements of 41 CFR 60-741.80.

Any employees with questions or concerns about any type of Discrimination are encouraged to bring these issues to the attention of the Office for Civil Rights. The University has implemented Procedures for Resolving Complaints of Discrimination and Harassment. See

<https://www.purdue.edu/vpec/ocr/harassment-discrimination-title-ix/policies-and-procedures/resolving-complaints/>

#### **B. Review of Personnel Practices**

41 CFR 60-300.44(b); 41 CFR 60-741.44(b)

The University ensures that its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities or disabled



Protected Veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. In addition, the University ensures that applicants and employees with disabilities or disabled Protected Veterans have equal access to its personnel processes, including those implemented through information and communication technologies. The University makes such information and communication technologies accessible to individuals with disabilities and disabled Protected Veterans, even absent a specific request for Reasonable Accommodation.

The University provides any necessary Reasonable Accommodation to ensure applicants and employees with disabilities and disabled Protected Veterans receive equal opportunity in the operation of personnel processes. The University also ensures that its personnel processes do not stereotype individuals with disabilities or disabled Protected Veterans in a manner which limits their access to jobs for which they are qualified.

The University also periodically reviews its employment processes and makes any necessary modifications to ensure that these obligations are carried out.

### **Selection Process**

The University ensures that all physical and/or mental job qualification requirements are reviewed when positions are submitted for review to ensure that, to the extent qualification requirements tend to screen out Qualified Individuals with Disabilities, they are job-related and are consistent with business necessity and the safe performance of the job.

### **Job Requirements and Descriptions**

Deans and/or Department Heads create job descriptions for faculty positions. The Office for Civil Rights reviews these descriptions whenever a position vacancy is being filled, or when circumstances dictate. In most colleges, the departmental administrative assistant accesses SuccessFactors to post the position in SuccessFactors, manage candidates through the recruitment process and help complete onboarding in SuccessFactors. Purdue University's Human Resources hiring website contains several online trainings, both on-demand and instructor-led, geared toward support staff.

Compensation personnel within Human Resources create and maintain a job description bank that lists the requirements for every non-faculty position at the University. Compensation personnel 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.

### **Referral Procedures**

For non-faculty job groups, Talent Acquisition personnel within Human Resources refer the credentials of qualified applicants to the hiring department. For faculty job groups, after a faculty position has been posted and/or advertised, the credentials of all applicants are referred to the Search and Screen Committee in the relevant academic department.

### **Pre-employment Inquiries**

Both Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act limit the use of pre-employment inquiries and medical examinations.

- Over the summer of 2022, the Office for Civil Rights worked with the Office of the Provost to update the University's training and printed materials describing the faculty hiring process. The manual is called *Recruiting Excellent Faculty: A Practical Guide*. An update to the manual was published on the University's website in October 2025. The updated manual is provided to members of faculty Search and Screen Committees and provides education to the faculty regarding effective employment practices that efficient, effective and compliant searches.
- All members of faculty search committees are required to complete the Recruiting Excellent Faculty training. Online training for search committee members is available via WebCert. Purdue credentials are required to register for the training. Certification must be renewed every five years. Committee

chairs are expected to verify and maintain the training records of all committee members before executing a faculty search.

Compensation personnel within Human Resources will continue to review position descriptions on a regular basis as positions become vacant and are filled, or as circumstances dictate.

- The University implemented the Job Family Structure on January 1, 2019. The Job Family Structure includes the Job Family, Sub-Family, Career Stream, Career Level, and Job Title. There are thirteen job families associated with staff and their specific sub-families, career streams, and levels.

### **Recruitment**

The Office of the Vice President for Human Resources is responsible for coordinating advertising activities designed to recruit Protected Veterans and Qualified Individuals with Disabilities. Employment opportunities are publicized in a variety of media, including on the University's Human Resources website.

University guidelines for effective recruitment include, but are not limited to, the following:

- Each employing unit must consider an applicant in terms of his/her ability to perform the essential elements of the job competently with or without Reasonable Accommodation(s).
- Individuals with Disabilities who cannot perform the essential functions of the job, with or without Reasonable Accommodation, are not qualified.
- Veterans and individuals with Disabilities who apply for positions are given the opportunity to request Reasonable Accommodation/alternative formats.
- Any determination of Disability shall be accorded the confidentiality of other medical data and shall not be used to exclude a Qualified Individual with a Disability.
- Human Resources should be consulted to assist in accommodations being considered by the employing unit that involve analyzing and restructuring jobs for qualified applicants with Disabilities.

### **Review of Sources**

The Office for Civil Rights and Human Resources maintain lists 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.

- Talent Acquisition personnel within Human Resources have created a list of recruitment sources available to hiring supervisors.
- Job postings for open positions at the University can be accessed through WorkOne, the local unemployment office, as well as IndianaCAREERconnect.com.
- The Office for Civil Rights and Human Resources inform search committees and hiring supervisors of the availability of recruitment sources.

### **Education**

All educational programs offered through the University are open to participation by Protected Veterans and individuals with Disabilities.

The Office of the Vice President for Ethics and Compliance and Human Resources maintain records showing the types of education offered through their units and attendance at those sessions.

### **Complaints and Grievances**

Faculty have access to the policy on Faculty Grievances (I.B.1). (See <https://www.purdue.edu/vpec/policies/academic-research-affairs/ib1/>)



Staff have access to the policy on Dispute Resolution (VI.D.1). (See <https://www.purdue.edu/vpec/policies/human-resources/vid1/>)

All employees may bring complaints of Discrimination and harassment in accordance with the policies on Equal Opportunity and Equal Access (III.C.2) <https://www.purdue.edu/vpec/policies/ethics/iic2/>, Anti-Harassment (III.C.1) <https://www.purdue.edu/vpec/policies/ethics/iic1/>, and Title IX Harassment (III.C.4) <https://www.purdue.edu/vpec/policies/ethics/iic4/> and the Procedures for Resolving Complaints of Discrimination and Harassment (Revised) <https://www.purdue.edu/vpec/ocr/harassment-discrimination-title-ix/policies-and-procedures/resolving-complaints/> and the Procedures for Resolving Complaints of Title IX Harassment <https://www.purdue.edu/vpec/ocr/harassment-discrimination-title-ix/policies-and-procedures/resolving-tix-complaints/>. The Vice President for Ethics and Compliance is responsible for overseeing and coordinating the enforcement of policies and procedures that deal with Discrimination and harassment for all campuses and operations in the University system. In these cases, the Office for Civil Rights may participate in investigating and resolving the issue.

The Office for Civil Rights monitors complaints or requests for assistance. In addition, it pursues any patterns or trends that suggest areas requiring remedial actions. For example, a disproportionately high number of complaints from a particular college, school, department, or unit may trigger a special inquiry by the Office for Civil Rights.

- The Office of the Vice President for Ethics and Compliance is the central office that receives singular or comprehensive information regarding complaints from University academic and non-academic areas.

## **Monitoring of Position Specifications**

### **Staff**

Talent Acquisition personnel within Human Resources review all non-faculty position specifications for job-relatedness and nondiscrimination 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 except where sex or age is a bona fide occupational qualification.

### **Faculty**

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

## **Distribution of Position Announcements**

### **Staff**

All job openings are listed at the following website: <https://careers.purdue.edu/> Each advertisement and search plan is reviewed by a Talent Acquisition staff member to make certain 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.

### **Faculty**

The Office for Civil Rights monitors each faculty position announcement for an adequate search and recruitment plan as well equal opportunity.

Faculty postings are also available at <https://careers.purdue.edu/>

## **Selection Process**

### **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 assess validity and relevance.

### **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 ranking systems used reflect the University's commitment to affirmative action by supporting the referral of Protected Veterans and Qualified Individuals with Disabilities.

### **Education of Selection Personnel**

Unit managers, supervisors, and search committee members responsible for making hiring decisions are taught Equal Employment Opportunity requirements in open workshops offered by Human Resources and the Office of the Vice President for Ethics and Compliance. These include employee onboarding,

### **Advertising**

Advertisements are prepared by the respective college, school, or department. The Office for Civil Rights monitors all faculty advertisements for the inclusion of the statement: **"Purdue University is an equal opportunity/equal access university."** Human Resources monitors 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.

### **Publications**

Purdue University's Office of Marketing and Media ensures that University publications contain the phrase **"an equal opportunity/equal access university"**. It also confirms that where there are pictures of students, staff, faculty, or visitors there is a balanced representation of veterans and individuals with Disabilities.

### **Social and Recreational Opportunities**

For all University-sponsored social and recreational functions, the University offers equal opportunity to all employees without regard to veteran status or Disability.

Institutional facilities will continue to be provided for all employees on an equal basis. Where readily achievable, barriers have been removed to make buildings accessible to individuals with Disabilities.

### **Career Counseling**

The Office of the Vice President for Ethics and Compliance will periodically monitor these activities to ensure that they are available to Protected Veterans and Qualified Individuals with Disabilities and to ensure that counseling sessions address informal lines of progress, upward mobility, and transfer opportunities, which enhance development for these employees.

## **C. Physical and Mental Qualifications**

41 CFR 60-300.44(c); 41 CFR 60-741.44(c)

### **Faculty**

All faculty openings include a written description of the job duties and qualifications. All faculty job descriptions and advertisements are reviewed by the Office for Civil Rights to ensure compliance with all civil rights laws concerning Equal Employment Opportunity.

### **Staff**

All staff job descriptions are reviewed by staff in Talent Acquisition to ensure compliance with all civil rights laws.

In each case, to the extent that qualification standards tend to screen out Qualified Individuals with Disabilities or Disabled Veterans on the basis of Disability, the standards shall be related to the specific job or jobs for which the individual is being considered and consistent with business necessity. The University may consider whether an individual poses a direct threat to the health or safety of the individual

or others on campus.

**D. Reasonable Accommodation**

41 CFR 60-300.44(d); 41 CFR 60-741.44(d)

Purdue University makes Reasonable Accommodations to the known physical and/or mental limitations of all otherwise Qualified Individuals with Disabilities and/or Disabled Veterans unless such accommodation would impose an Undue Hardship on the operation of the University. Purdue University does not deny employment opportunities to an otherwise qualified job applicant or employee with a Disability or Disabled Veteran based on the need of the University to make Reasonable Accommodation to such an individual's physical and/or mental impairments, and such Reasonable Accommodation obligation extends to the University's use of an online job application process.

If an employee with a known Disability, or a Disabled Veteran, is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known Disability, the University will confidentially notify the employee of the performance issue and inquire whether the employee is in need of a Reasonable Accommodation.

Human Resources works with faculty and staff to assess faculty and staff through the interactive process pursuant to the ADA and the ADA Amendments Act of 2008, and to determine the most appropriate Reasonable Accommodation(s) when applicable. Applicants and community members accessing University programs and services can seek Reasonable Accommodation assistance from Human Resources or the Office of Institutional Equity. These offices have the authority, resources, support, and access that is needed to ensure the effective implementation of the Reasonable Accommodation procedures.

Purdue University has developed and publicizes a written process for all employees to request a Reasonable Accommodation. Individuals who are employed at Purdue University who believe they may be a person with a Disability and would like to request Reasonable Accommodation(s) are encouraged to complete the Reasonable Accommodation Request Form.

[https://www.purdue.edu/hr/buspur/supportingDocs/Reasonable\\_Accommodation\\_Request\\_Form.pdf](https://www.purdue.edu/hr/buspur/supportingDocs/Reasonable_Accommodation_Request_Form.pdf)

Upon completion of the form, employees are instructed to contact an evaluator within Human Resources to schedule a time to meet. Employees may call or email to request the meeting. Employees are instructed to provide the completed Reasonable Accommodation Request Form and the name(s), address(es), phone number(s), and fax number(s) for each health care provider to be contacted to verify the existence of a Disability. Individuals are asked to complete an authorization form during the meeting granting written permission to the evaluator to obtain medical documentation that is pertinent to the medical condition and the request for accommodation.

**E. Harassment**

41 CFR 60-300.44(e); 41 CFR 60-741.44(e)

Purdue University is committed to maintaining an environment that recognizes the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding and mutual respect; and encourages its members to strive to reach their potential. The most effective way to work toward preventing Harassment is through education that emphasizes respect for every individual.

It is essential that Purdue University demonstrate its intellectual and ethical leadership by reaffirming its strong position against harassment in all forms. All members of the University community must be able to pursue their goals, educational needs and working lives without intimidation or injury generated by intolerance and harassment.

Harassment in the workplace or the educational environment is unacceptable conduct and will not be tolerated. Purdue University is committed to maintaining an educational and work climate for faculty, staff and students that is positive and free from all forms of harassment. The entire policy may be found at <https://www.purdue.edu/vpec/policies/ethics/iic1/> and <https://www.purdue.edu/vpec/policies/ethics/iic4/>

The University has also adopted comprehensive Procedures for Resolving Complaints of Discrimination and Harassment. The Procedures are available at the following link:  
<https://www.purdue.edu/vpec/ocr/harassment-discrimination-title-ix/policies-and-procedures/resolving-complaints/> and <https://www.purdue.edu/vpec/ocr/harassment-discrimination-title-ix/policies-and-procedures/resolving-tix-complaints/>

**F. External Dissemination of Policy, Outreach, and Positive Recruitment**

41 CFR 60-300.44(f); 41 CFR 60-741.44(f)

**Advertisements and Notices**

Each advertisement of a vacant position placed by a University employee must state in clear distinguishable type: "Purdue University is an equal opportunity/equal access university."

Applicants are informed of the policy in materials included in the employment application process.

Procurement Services sends written notification of the policy, including the equal opportunity clause, to all covered federal sub-contractors, vendors, and suppliers doing business with the University.

The Capital Project Management staff within Physical Facilities includes the policy and equal opportunity clause into the general conditions of all contracts that are bid on for construction, rehabilitation, alteration, conversion, renovation, extension or repair of buildings, roadways, or other real property. When a contract is signed, those conditions are referenced in the contract text.

**Other Methods**

The Director of Talent Acquisition communicates with organizations representing Protected Veterans and individuals with Disabilities, and community agencies and leaders about employment opportunities with Purdue University.

University and University-related publications and websites periodically include articles and stories on employees who are veterans and employees with Disabilities, as well as activities related to the affirmative action program.

The University undertakes appropriate outreach and positive recruitment activities reasonably designed to effectively recruit Qualified Individuals with Disabilities.

**G. Internal Dissemination of Policy**

41 CFR 60-300.44(g); 41 CFR 60-741.44(g)

**Published Documents and Postings**

The University annually communicates to all employees its policy on Equal Opportunity and Equal Access (III.C.2), a copy of which is provided for each new employee as part of the packet of introductory information. (See <https://www.purdue.edu/vpec/policies/ethics/iic2/>)

The Equal Opportunity and Equal Access policy is included in the Faculty and Staff Handbook, an employee policies and procedures manual (see [http://www.purdue.edu/faculty\\_staff\\_handbook/](http://www.purdue.edu/faculty_staff_handbook/)); on the Office for Civil Rights' website: <http://www.purdue.edu/vpec/ocr/> and on the University Policy Office website: <https://www.purdue.edu/vpec/policies/ethics/iic2/>.

**Programs and Presentations**

This Affirmative Action Plan for Protected Veterans and Individuals with Disabilities is distributed, reviewed, and discussed annually with appropriate administrators at the University and is utilized in education programs presented by the Office of the Vice President for Ethics and Compliance.

Purdue University's Office of Marketing and Media staff ensures that veterans and individuals with Disabilities are represented in advertising and promotional materials.

The University publishes articles covering the achievements of veterans and individuals with Disabilities who are faculty, staff, and students in University publications and on the University's websites.

#### **H. Audit and Reporting System**

41 CFR 60-300.44(h); 41 CFR 60-741.44(h)

Purdue has designed and implemented an audit and reporting system that measures the effectiveness of the University's affirmative action program. Additionally, the review system indicates the need for remedial action, if any, and measures whether the University's objectives are being met. Purdue will determine whether individuals with known Disabilities and Protected Veterans have the opportunity to participate in all University sponsored educational, training, recreational, and social activities to the same extent as other non-identifying employees. Purdue's plan also measures compliance with the affirmative action program's specific obligations. Purdue maintains documentation of its efforts to comply with the obligations listed above. The documentation is retained as employment records.

When any part of the University's affirmative action program is identified as being deficient, Purdue will undertake appropriate action to bring the University into compliance.

#### **I. Responsibility for Implementation**

41 CFR 60-300.44(i); 41 CFR 60-741.44(i)

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.

##### **Board of Trustees**

The University is governed by a 10-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; JoAnn Brouillette; Theresa Carter; Vanessa J. Castagna; Malcolm DeKryger; Michael F. Klipsch (Vice Chair); Regan L. Koester (Student Trustee) Gary J. Lehman (Chair); David A. Ricks, and Shawn A. Taylor.

##### **Executive Staff, Line Management, and Supervisors**

Mung Chiang, President of the University, assumes full responsibility for the successful implementation of the University's equal opportunity policy and the Affirmative Action Plan for Protected Veterans and Individuals with Disabilities 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.

Deborah B. Trice, Associate Vice President for Compliance & Senior Associate Counsel, Compliance, 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 Veterans and Individuals with Disabilities for the West Lafayette campus. The staff of the Office of the Vice President for Ethics and Compliance assists with implementing and monitoring the Affirmative Action Plan.

#### **J. Training**

41 CFR 60-300.44(j); 41 CFR 60-741.44(j)

Purdue University developed and updated an onboarding program for all new employees. Purdue trains all new employees regarding the University's Nondiscrimination Policy Statement, and emphasizes that Purdue is committed to equal access and equal opportunity for all members of the University community in both an academic and employment context, including in admissions, financial aid, recruiting, selecting, promoting, and disciplining, etc.

Additionally, training on the University's commitment to affirmative action and equal employment opportunity is provided to graduate students each year before the fall semester begins.

**K. Data Collection and Analysis**

41 CFR 60-300.44(k); 41 CFR 60-741.44(k)

**Protected Veterans**

Purdue has elected to adopt the current 5.1% hiring benchmark goal for Protected Veterans as established by the Office of Federal Contract Compliance Programs (OFCCP) rather than calculating our own percentage goal. OFCCP's 5.1% benchmark goal is not a quota that Purdue must meet, nor is it intended to represent a floor or ceiling for the University's recruitment of qualified Protected Veterans.

Purdue shall document the following computations or comparisons pertaining to applicants and hires on an annual basis and maintain them for a period of three (3) years:

1. The number of applicants who self-identified as Protected Veterans or who are otherwise known as Protected Veterans;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of Protected Veteran applicants hired; and
5. The total number of applicants hired.

Benchmarks for Protected Veteran Hiring		
Applicants	Total	%
Total # Protected Veteran Applicants	771	1.53%
Total Applicants	50318	
Total Jobs Filled	3416	
Total Job Openings	3825	
Offers and Hires		
Total # Protected Veterans Offered	77	0.94%
Total # Protected Veterans Hired	68	0.83%
Total Employees Hired	8193	
Workforce		
Total # Protected Veteran Employees	173	1.46%
Total Employees	11863	



## Individuals with Disabilities

41 CFR 60-741.45

Purdue maintains data regarding the recruitment and hiring of individuals who self-identify as individuals with Disabilities. Purdue uses this data to evaluate the representation of individuals with Disabilities in the University's workforce on the West Lafayette campus. These figures are not a quota that Purdue must meet nor are these figures intended to represent a floor or ceiling for the employment of Qualified Individuals with Disabilities on Purdue's West Lafayette campus. Purdue assesses its efforts to attain OFCCP's 5.1% utilization goal for the recruitment of individuals with Disabilities on an annual basis.

Purdue shall document the following computations or comparisons pertaining to applicants and hires on an annual basis and maintain them for a period of three (3) years:

1. The number of applicants who self-identified as individuals with Disabilities or who are otherwise known to be individuals with Disabilities;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of applicants with Disabilities hired; and
5. The total number of applicants hired.

Utilization Analysis for 503 AAP		
Applicants	Total	%
Total # Individuals with Disability Applicants	4719	9.38%
Total Applicants	50318	
Total Jobs Filled	3416	
Total Job Openings	3825	
Offers and Hires		
Total # Individuals with Disabilities Offered	674	8.23%
Total # Individuals with Disabilities Hired	605	7.38%
Total Employees Hired	8193	
Workforce		
Total # Individuals with Disabilities Employees	888	7.49%
Total Employees	11863	

**L. Annual “Effectiveness Self-Assessment” of Outreach and Recruitment Efforts for Protected Veterans**  
41 CFR 60-300.44(f)(3); .41; and .44(k)

Purdue evaluates the totality of its outreach and recruitment efforts over the prior twelve months based on the following criteria:

1. Did the activity attract qualified applicants with protected veteran status?
2. Did the activity result in the hiring of qualified individuals with protected status?
3. Did the activity expand Purdue’s outreach to individuals with protected status in the community?
4. Did the activity increase Purdue’s ability to include individuals with protected veteran status in its workforce?
5. What impact did the University’s efforts have on the overall number of applicants and job offers identified as protected veterans as calculated pursuant to 61 CFR 60.300.44(k)?

**M. Annual “Effectiveness Self-Assessment” of Outreach and Recruitment Efforts for Individuals with a Disability**  
41 CFR 6060-741.44(f)(3); .41; and .44(k)

The University evaluates the totality of its outreach and recruitment efforts over the prior twelve months based on the following criteria:

1. Did the activity attract qualified applicants with disabilities?
2. Did the activity result in the hiring of qualified individuals with disabilities?
3. Did the activity expand the University’s outreach to individuals with disabilities in the community?
4. Did the activity increase Purdue’s ability to include individuals with disabilities in its workforce?
5. What impact did the University’s efforts have on the overall number of applicants and job offers identified as individuals with disabilities as calculated pursuant to 61 CFR 60.741.44(k)?

**Special Initiatives**

***The Dorothy Stratton Veteran and Military Success Center***

In 2012, Purdue’s Veterans Success Center opened. The purpose of the center is to provide a central portal to the numerous benefits, programming, and services available to Purdue’s military veteran students.

In October 2023, the Purdue Board of Trustees approved the renaming of the Veterans Success Center to the Dorothy Stratton Veteran and Military Success Center. The University issued the following press release to explain the action:

Dorothy Stratton’s legacy and leadership to Purdue University and the nation will be recognized with the renaming of the Veterans Success Center on the West Lafayette campus to the Dorothy Stratton Veteran and Military Success Center. Purdue trustees approved the renaming Friday (Oct. 6). In addition to honoring Stratton, the center’s name now includes the word “Military” to reflect a more inclusive space, as veterans represent the smallest percentage in Purdue’s overall military-connected student population. The center’s largest population is family members using benefits that are transferred from a veteran family member.

A rededication ceremony is scheduled for Nov. 10.

Stratton became the first full-time dean of women at Purdue in 1933 and served in that role until 1942, when she was commissioned a senior lieutenant in the U.S. Navy. Later in 1942, she was transferred to the U.S. Coast Guard, where she became the creator and first director of its Women's Reserve in World War II. Upon being named director, she was promoted to lieutenant commander and then to commander in January 1944 and to captain one month later.

The nautical title SPAR, as the Women's Reserve was commonly known, was originated by Stratton. She coined the acronym from the first letters of the Coast Guard's famous fighting motto, "Semper paratus," and its English translation, "Always ready."

Upon her retirement in 1946, Stratton was awarded the Legion of Merit medal for her contributions to women in the military.

From 1947-50, Stratton was director of personnel at the International Monetary Fund, and she was national executive director of the Girl Scouts of the United States of America from 1950-60.

During her tenure at Purdue, Stratton saw the enrollment of women students increase from 500 to more than 1,400, and three modern residence halls for women constructed. A liberal science program for women in the School of Science was inaugurated, and an employment placement center for Purdue women was instituted. She was instrumental in establishing the Housemother Training School, which gave intensive training to several hundred fraternity and sorority housemothers from all parts of the country.

The Veterans Success Center provides holistic programming and services for Purdue's military-connected students who are veterans, current service members or family members. Currently more than 1,700 military-connected students using service-connected education benefits are served by the center.

Stratton died in 2006 at age 107.

### ***The Military Family Research Institute***

Through research and outreach, the Military Family Research Institute (MFRI) works closely with collaborators to improve the lives of service members and their families in Indiana and across the country. More than 2 million military service members have been deployed since Sept. 11, 2001, many serving multiple tours in combat zones thousands of miles from home. Their families serve too, managing challenges and opportunities unique to the military lifestyle. At MFRI, we work every day as a "force multiplier" for the support of military families in and beyond Indiana. Our efforts and leadership are helping to enhance our state's reputation in military circles and have caused us to be sought out by local, state and national decision makers for advice and collaboration. MFRI is part of the Department of Human Development and Family Studies, within the College of Health and Human Sciences at Purdue University.

MFRI grew out of efforts to support and sustain families. In 1993, Purdue's Center for Families was established to help improve the quality of life for families. After seven years of working on behalf of families, the Center created MFRI with funding from the Department of Defense (DoD). The original mission was almost entirely research-based. With funding from Lilly Endowment Inc., the DoD, Sesame Workshop and other partners, MFRI's mission was expanded to include outreach and programming.

### **Battlemind to Home Mental Health Summit**

The annual Battlement to Home Mental Health Summit took place on October 29-30, 2025. The MFRI presented the summit with several other sponsors: Department of Veterans Affairs Center for Faith, Indiana Department of Veterans Affairs, Indiana National Guard, Indiana State Bar Association, and Roudebush VA Medical Center.

Battlement brings together a variety of experts each year to inform and educate Indiana professionals on the critical issues facing military-connected families in Indiana's communities. The goal for this conference

is to help reduce reintegration barriers for veterans, service members and military families. We work to educate attendees on the challenges military-connected families face, and also the opportunities and strengths they bring to our communities. Throughout the event, attendees can virtually network within and across communities, learn about shared issues, and develop action plans to apply at home. They will leave Battlemind empowered and motivated to create community change.

### **Other Initiatives and Events**

Each November, the Office of the Vice President for Ethics and Compliance recognizes all new employees who have self-identified as veterans with a Purdue Veterans Challenge Coin.

The Office for Civil Rights organizes and is the lead host of the reception at which the Focus Awards are presented. Focus Awards are given annually during March, Disability Awareness Month in Indiana, to individuals affiliated with Purdue University who have made an outstanding contribution to the furthering of the University's commitment to Disability accessibility and diversity.

The Office for Civil Rights has jointly worked with the Disability Resource Center and Human Resources to conduct educational outreach activities on issues of Disabilities that affect both students and employees. On an on-going basis, Administrative Operations Facilities reviews building construction and remodeling plans to ensure facilities on campus are accessible.

The Employee Relations Administrator in Human Resources and the Director of the Office for Civil Rights provide consultation to other members of the Employee Relations Team and other Human Resources staff to discuss accessibility and accommodation issues.

The Office of the Vice President for Information Technology provides ongoing technical support of the Assistive Technology Center (Young Hall, Room 101) and assistive hearing systems, which provide increased accessibility of classes, programs, and services to Purdue students, staff, and faculty.

Each November, memorial services to honor veterans are sponsored by the Purdue Student Union Board and Purdue University ROTC. The Veterans Day Tribute includes invited speakers, musical performances, Table of Remembrance, Taps, and a reception. The third annual Field of Flags will be on display at the Purdue Memorial Union. The Field of Flags provides an opportunity for community members to visually express their support and gratitude for veterans and active-duty service members. Each flag represents a tribute, planted by individuals wishing to honor a veteran, family member or friend who has served.

Community members are invited to stop by the Veteran and Military Success Center in PMU 284 to pick up a flag and place it on the South Lawn. For those who cannot participate in person, community members may email a staff member with the name of a veteran or service member they wish to honor. Staff of the VMSC will then plant a flag on their behalf.

New for Veterans Day 2025, the Dorothy Stratton Veteran and Military Success Center flag display has expanded to Indianapolis' Boiler Park. Members of the Indianapolis community can pick up a flag at the Student Center to place in the Boiler Park planters. Those unable to pick up a flag in person can email a staff member to have a flag planted on their behalf.

Each November, Purdue sponsors a University-wide annual recognition program to individually honor and recognize current Purdue employee veterans in coordination with other Veterans Day events.



Ethics and Compliance

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*Purdue University is an equal opportunity/equal access university.*