



## **Affirmative Action Plan**

### **Minorities and Women**

**October 2024 to September 2025**

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**Purdue University Affirmative Action Plan**

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November 25, 2024

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....

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.

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](mailto: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

\* Purdue University's affirmative action program does not relate in any manner to the admission of students.

November 25, 2024

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.

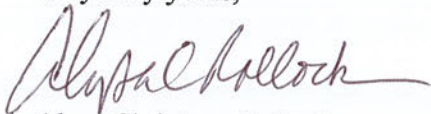
The University believes that adherence to its Affirmative Action Plans will enable our faculty, staff, and students to live and work in an inclusive environment. These Affirmative Action Plans cover policies and procedures necessary to make this happen, which include the following:

- 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

## 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](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 Associate Vice President for Compliance at [compliance@purdue.edu](mailto: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 University in Indianapolis is an extension of the West Lafayette campus. 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](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.<sup>1</sup> 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 working toward 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

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<sup>1</sup> 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, Associate Vice President for 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 works with the AVP to implement and monitor 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) <sup>2</sup>
04	Student Assistants <sup>3</sup>
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 the purview of 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](http://www.purdue.edu/ethics/Affirmative_Action/POCCodesbyEEO.pdf). The full job group analysis is set forth in Tables 1–7, below.

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<sup>2</sup> 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.

<sup>3</sup> 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	58%	43%	48%	40
Instructor Clinical/Professional	100%	0%	0%	2
Instructor Visiting	25%	75%	0%	4
Intern Vet Hospital	81%	19%	31%	16
Lecturer	58%	42%	32%	203
Lecturer - Limited Term	55%	45%	14%	337
Lecturer, Senior	53%	47%	20%	110
NEP - Post Doc Research Assistant	100%	0%	100%	1
NEP - Post Doc Research Associate	100%	0%	100%	1
Post Doc Research Assistant	37%	63%	77%	198
Post Doc Research Associate	33%	67%	79%	360
Professor	23%	77%	36%	880
Professor Assistant	39%	61%	54%	479
Professor Associate	37%	63%	40%	546
Professor Clinical Assistant Visiting	40%	60%	20%	5
Professor Clinical/Professional	41%	59%	16%	75
Professor Clinical/Professional Assistant	51%	49%	24%	267
Professor Clinical/Professional Associate	58%	42%	27%	123
Professor Research	0%	100%	29%	7
Professor Research Assistant	39%	61%	43%	28
Professor Research Associate	33%	67%	20%	15
Professor Visiting	0%	100%	56%	9
Professor Visiting Assistant	35%	65%	60%	57
Professor Visiting Associate	0%	100%	25%	4
Resident Pharmacy	66%	34%	44%	32

**TABLE 2**  
**JOB GROUP ANALYSIS FOR EXECUTIVE, MANAGERIAL AND ADMINISTRATIVE STAFF**

Job Group	Female %	Male %	Minority %	Total Count
Academic Administration	42%	58%	17%	24
Accounting	75%	25%	13%	8
Administrative Operations	43%	57%	7%	14
Admissions	36%	64%	14%	14
Assessment and Analysis	81%	19%	12%	26
Athletic Administration and Operations	14%	86%	29%	14
Audit	100%	0%	0%	3
Benefits	100%	0%	0%	4
Building and Facilities	20%	80%	0%	15
Business Management	87%	13%	9%	69
Campus Planning	24%	76%	6%	17
Campus Safety	50%	50%	0%	2
Clinical	83%	17%	17%	6
Compensation	0%	100%	0%	1
Compliance	63%	37%	17%	30
Continuing Education	33%	67%	0%	3
Contract / Grant Administration	72%	28%	0%	18
Creative Arts and Visual Design	25%	75%	8%	12
Data Management	50%	50%	50%	2
Dining Services	67%	33%	0%	6
Diversity and Inclusion	60%	40%	70%	10
Environmental Health	0%	100%	0%	1
Event Planning	50%	50%	0%	2
Extension	80%	20%	7%	15
Faculty - Tenure/Tenure Track	41%	59%	26%	111
Farm Operations	11%	89%	0%	9
Financial Aid	100%	0%	25%	4
Fire	0%	100%	0%	3
General Communications	69%	31%	8%	13
Grounds	0%	100%	0%	3
Human Resources Business Partners	67%	33%	17%	6
Instructional Design and Technology	17%	83%	17%	6
IT Administration	14%	86%	9%	35
IT Business Analysis	100%	0%	50%	2
IT Engineering and Development	0%	100%	0%	1
IT Security	29%	71%	0%	7
IT Support	25%	75%	0%	4
Legal	33%	67%	11%	9

**TABLE 2**  
**JOB GROUP ANALYSIS FOR EXECUTIVE, MANAGERIAL AND ADMINISTRATIVE STAFF**

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	100%	0%	0%	2
Partnerships	46%	54%	15%	26
Payroll and Tax	100%	0%	0%	1
Pharmacy	100%	0%	100%	1
Police	100%	0%	0%	1
Power Plant	0%	100%	0%	1
Procurement	67%	33%	0%	3
Program Administration	63%	37%	13%	153
Psychology and Social Services	0%	100%	0%	1
Recreation	22%	78%	11%	9
Registrar	89%	11%	0%	9
Research Operations	26%	74%	13%	38
Residential Life	29%	71%	14%	7
Risk Management	0%	100%	0%	1
Student Advising	74%	26%	11%	19
Student Engagement	77%	23%	16%	31
Systems Administration	0%	100%	0%	6
Team Sports	25%	75%	20%	20
Transportation	0%	100%	0%	2
Treasury	100%	0%	0%	1
Veterinary Services	100%	0%	0%	2

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

Job Group	Female %	Male %	Minority %	Total Count
Accounting	83%	17%	6%	36
Administrative Operations	92%	8%	7%	143
Admissions	74%	26%	29%	62
Assessment and Analysis	64%	36%	14%	36
Athletic Administration and Operations	31%	69%	24%	49
Audit	67%	33%	33%	6
Benefits	95%	5%	5%	21
Building and Facilities	0%	100%	0%	2
Business Management	81%	19%	11%	85
Campus Planning	25%	75%	2%	44
Clinical	86%	14%	6%	36
Compensation	100%	0%	20%	5
Compliance	65%	35%	12%	113
Continuing Education	73%	27%	18%	56
Contract / Grant Administration	85%	15%	16%	85
Creative Arts and Visual Design	36%	64%	11%	97
Dining Services	63%	38%	3%	32
Diversity and Inclusion	81%	19%	81%	16
Early Childhood Instruction	94%	6%	6%	16
Environmental Health	29%	71%	0%	7
Event Planning	78%	23%	5%	40
Extension	77%	23%	5%	347
Financial Aid	79%	21%	24%	29
Financial Analysis	78%	22%	11%	9
General Communications	74%	26%	7%	123
Human Resources Business Partners	71%	29%	0%	14
Instruction	52%	48%	7%	42
Instructional Design and Technology	33%	67%	0%	3
Interns, Residents	67%	33%	33%	3
IT Engineering and Development	0%	100%	0%	2
IT Security	0%	100%	0%	1
IT Support	25%	75%	0%	8
Legal	100%	0%	0%	2
Library Services	46%	54%	11%	28
Maintenance & Utilities	0%	100%	0%	6

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

Job Group	Female %	Male %	Minority %	Total Count
Marketing and Public Relations	74%	26%	13%	84
Operations Support	79%	21%	14%	72
Org/Talent Development	86%	14%	43%	7
Partnerships	51%	49%	12%	51
Payroll and Tax	100%	0%	0%	7
Pharmacy	86%	14%	0%	7
Procurement	58%	42%	5%	19
Program Administration	77%	23%	20%	244
Psychology and Social Services	74%	26%	49%	43
Recreation	67%	33%	6%	18
Registrar	81%	19%	13%	16
Research Operations	55%	45%	13%	175
Researchers	39%	61%	48%	396
Residential Life	64%	36%	16%	25
Risk Management	33%	67%	0%	3
Student Advising	83%	17%	13%	246
Student Engagement	79%	21%	22%	126
Talent Acquisition	76%	24%	24%	17
Team Sports	21%	79%	42%	57
Temporary	20%	80%	20%	5
Transportation	0%	100%	0%	3
Treasury	50%	50%	33%	6
Veterinary Services	57%	43%	14%	14



**TABLE 4**  
**JOB GROUP ANALYSIS FOR CLERICAL AND SECRETARIAL STAFF**

Job Group	Female %	Male %	Minority %	Total Count
Accounting	94%	6%	6%	16
Administrative Operations	93%	7%	13%	655
Business Management	93%	7%	6%	235
Event Planning	75%	25%	8%	12
Library Services	81%	19%	6%	31
Program Administration	92%	8%	11%	79
Talent Acquisition	0%	100%	100%	1
Temporary	47%	53%	18%	1023

**TABLE 5**  
**JOB GROUP ANALYSIS FOR TECHNICAL AND PARAPROFESSIONAL STAFF**

Job Group	Female %	Male %	Minority %	Total Count
Assessment and Analysis	56%	44%	26%	104
Campus Planning	29%	71%	29%	7
Campus Safety	52%	48%	13%	23
Clinical	87%	13%	17%	104
Creative Arts and Visual Design	33%	67%	33%	9
Data Management	27%	73%	27%	15
Environmental Health	31%	69%	13%	16
Fire	3%	97%	3%	31
Instruction	57%	43%	18%	92
Instructional Design and Technology	64%	36%	12%	67
IT Administration	31%	69%	0%	13
IT Business Analysis	64%	36%	3%	36
IT Engineering and Development	19%	81%	21%	236
IT Program / Project Management	43%	57%	17%	30
IT Security	28%	72%	6%	32
IT Support	20%	80%	15%	82
Maintenance & Utilities	0%	100%	5%	19
Network and Telecommunications	11%	89%	11%	28
Police	13%	87%	8%	38
Research Operations	51%	49%	21%	113
Systems Administration	17%	83%	13%	82
Team Sports	43%	57%	36%	14
Veterinary Services	90%	10%	11%	138

**TABLE 6**  
**JOB GROUP ANALYSIS FOR SKILLED CRAFTS STAFF**

<b>Job Group</b>	<b>Female %</b>	<b>Male %</b>	<b>Minority %</b>	<b>Total Count</b>
Building and Facilities	0%	100%	0%	4
Creative Arts and Visual Design	19%	81%	31%	16
Fire	0%	100%	20%	5
Maintenance & Utilities	4%	96%	4%	240
Operations Support	0%	100%	0%	1
Power Plant	3%	98%	0%	40
Transportation	0%	100%	0%	11

**TABLE 7**  
**JOB GROUP ANALYSIS FOR SERVICE AND MAINTENANCE STAFF**

<b>Job Group</b>	<b>Female %</b>	<b>Male %</b>	<b>Minority %</b>	<b>Total Count</b>
Athletic Administration and Operations	0%	100%	0%	1
Building and Facilities	48%	52%	23%	659
Clinical	100%	0%	0%	3
Dining Services	68%	32%	38%	169
Early Childhood Instruction	100%	0%	18%	11
Extension	97%	3%	25%	65
Farm Operations	17%	83%	0%	24
Grounds	18%	82%	5%	60
IT Support	0%	100%	0%	5
Maintenance & Utilities	5%	95%	8%	85
Operations Support	36%	64%	5%	92
Pharmacy	100%	0%	0%	5
Transportation	0%	100%	0%	5
Veterinary Services	79%	21%	11%	19

**TABLE 8  
FACULTY**

	Total	Female	Black	Hispanic	Asian	Am Indian	Hawaiian PI	Multiracial
AAP 101 Agricultural Economics	35	22.9%	2.9%	11.4%	8.6%	2.9%	2.9%	2.9%
AAP 102 Agricultural Engineering	35	25.7%	5.7%	0.0%	40.0%	0.0%	0.0%	0.0%
AAP 103 Animal Sciences	29	31.0%	6.9%	10.3%	6.9%	0.0%	0.0%	3.4%
AAP 104 Biochemistry	20	50.0%	0.0%	5.0%	25.0%	0.0%	0.0%	0.0%
AAP 105 Entomology	19	26.3%	5.3%	5.3%	5.3%	0.0%	0.0%	5.3%
AAP 106 Forestry	30	23.3%	0.0%	6.7%	20.0%	0.0%	0.0%	0.0%
AAP 107 Plant Sciences	88	30.7%	4.5%	4.5%	22.7%	0.0%	0.0%	1.1%
AAP 108 Other Agriculture Related	14	50.0%	0.0%	21.4%	7.1%	0.0%	0.0%	0.0%
AAP 109 Food Science	24	37.5%	4.2%	16.7%	45.8%	0.0%	0.0%	0.0%
<b>Total College of Agriculture</b>	<b>294</b>	<b>(31.0%)</b>	<b>(3.7%)</b>	<b>(7.5%)</b>	<b>(21.4%)</b>	<b>(0.3%)</b>	<b>(0.3%)</b>	<b>(1.4%)</b>
AAP 123 College of Education	71	77.5%	8.5%	4.2%	11.3%	1.4%	0.0%	4.2%
<b>Total College of Education</b>	<b>71</b>	<b>(77.5%)</b>	<b>(8.5%)</b>	<b>(4.2%)</b>	<b>(11.3%)</b>	<b>(1.4%)</b>	<b>(0.0%)</b>	<b>(4.2%)</b>
AAP 140 Aeronautics & Astronautics	39	15.4%	0.0%	5.1%	33.3%	0.0%	0.0%	0.0%
AAP 141 Chemical Engineering	37	13.5%	5.4%	10.8%	32.4%	0.0%	0.0%	0.0%
AAP 142 Civil Engineering	54	24.1%	3.7%	11.1%	31.5%	0.0%	0.0%	1.9%
AAP 143 Electrical & Computer Engineering	113	18.6%	0.0%	2.7%	49.6%	0.0%	0.0%	0.9%
AAP 144 Industrial Engineering	36	19.4%	8.3%	11.1%	50.0%	0.0%	0.0%	0.0%
AAP 145 Mechanical Engineering	90	17.8%	2.2%	12.2%	32.2%	0.0%	0.0%	1.1%
AAP 146 Other Engineering	104	27.9%	1.9%	4.8%	26.9%	0.0%	0.0%	0.0%
<b>Total College of Engineering</b>	<b>473</b>	<b>(20.5%)</b>	<b>(2.3%)</b>	<b>(7.4%)</b>	<b>(36.6%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.6%)</b>
AAP 114 Hospitality & Tourism Mgmt	21	47.6%	4.8%	0.0%	52.4%	0.0%	0.0%	4.8%
AAP 115 Human Dev & Family Studies	26	80.8%	7.7%	3.8%	0.0%	0.0%	3.8%	3.8%
AAP 116 Nutrition Science	20	60.0%	5.0%	5.0%	20.0%	0.0%	0.0%	0.0%
AAP 117 Public Health	18	77.8%	16.7%	27.8%	16.7%	0.0%	0.0%	0.0%
AAP 121 Audiology and Speech Sciences	30	73.3%	3.3%	3.3%	13.3%	0.0%	0.0%	0.0%
AAP 128 Health and Kinesiology	22	31.8%	0.0%	13.6%	13.6%	0.0%	0.0%	4.5%
AAP 130 Psychological Sciences	38	52.6%	0.0%	2.6%	13.2%	0.0%	0.0%	2.6%
AAP 151 Nursing	51	92.2%	9.8%	3.9%	9.8%	0.0%	0.0%	2.0%
AAP 159 Health Sciences	19	36.8%	5.3%	0.0%	42.1%	0.0%	0.0%	0.0%
<b>Total College of Health and Human Sciences</b>	<b>245</b>	<b>(59.6%)</b>	<b>(4.5%)</b>	<b>(3.7%)</b>	<b>(16.3%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(2.0%)</b>
AAP 100 Honors College	17	58.8%	23.5%	0.0%	17.6%	0.0%	0.0%	0.0%
<b>Total John Martinson Honors College</b>	<b>17</b>	<b>(58.8%)</b>	<b>(23.5%)</b>	<b>(0.0%)</b>	<b>(17.6%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>
AAP 120 Design Art and Perform	42	47.6%	2.4%	7.1%	23.8%	0.0%	0.0%	0.0%
AAP 122 Communication	24	50.0%	4.2%	4.2%	16.7%	0.0%	0.0%	4.2%
AAP 124 English	36	47.2%	8.3%	2.8%	2.8%	0.0%	0.0%	5.6%
AAP 125 Foreign Language & Lit	35	48.6%	5.7%	17.1%	25.7%	2.9%	2.9%	0.0%
AAP 126 History	32	53.1%	3.1%	9.4%	9.4%	0.0%	0.0%	0.0%
AAP 127 Philosophy	27	22.2%	3.7%	11.1%	0.0%	0.0%	0.0%	3.7%
AAP 129 Political Science	28	42.9%	7.1%	7.1%	14.3%	0.0%	0.0%	3.6%
AAP 131 Sociology	33	42.4%	3.0%	0.0%	9.1%	0.0%	0.0%	3.0%
AAP 132 Anthropology	16	75.0%	0.0%	12.5%	0.0%	0.0%	0.0%	12.5%
<b>Total College of Liberal Arts</b>	<b>273</b>	<b>(46.5%)</b>	<b>(4.4%)</b>	<b>(7.7%)</b>	<b>(12.5%)</b>	<b>(0.4%)</b>	<b>(0.0%)</b>	<b>(2.9%)</b>
AAP 135 Libraries	37	62.2%	13.5%	0.0%	16.2%	0.0%	0.0%	0.0%
<b>Total Libraries and School of Information Studies</b>	<b>37</b>	<b>(62.2%)</b>	<b>(13.5%)</b>	<b>(0.0%)</b>	<b>(16.2%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>
AAP 147 School of Business	153	21.6%	2.0%	5.9%	35.3%	0.0%	0.0%	1.3%
<b>Total Daniels School of Business</b>	<b>153</b>	<b>(21.6%)</b>	<b>(2.0%)</b>	<b>(5.9%)</b>	<b>(35.3%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(1.3%)</b>
AAP 150 College of Pharmacy	78	46.2%	6.4%	2.6%	24.4%	0.0%	0.0%	0.0%
<b>Total College of Pharmacy</b>	<b>78</b>	<b>(46.2%)</b>	<b>(6.4%)</b>	<b>(2.6%)</b>	<b>(24.4%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>
AAP 152 Biological Sciences	44	20.5%	0.0%	11.4%	29.5%	0.0%	0.0%	4.5%
AAP 153 Chemistry	50	28.0%	2.0%	4.0%	38.0%	0.0%	0.0%	0.0%
AAP 154 Geosciences	37	32.4%	0.0%	5.4%	18.9%	0.0%	2.7%	5.4%
AAP 155 Physics	48	20.8%	0.0%	2.1%	35.4%	0.0%	0.0%	0.0%
AAP 156 Computer Science	77	18.2%	0.0%	6.5%	40.3%	0.0%	0.0%	1.3%
AAP 158 Mathematics	77	18.2%	2.6%	5.2%	35.1%	0.0%	0.0%	0.0%
AAP 160 Statistics	33	18.2%	0.0%	0.0%	69.7%	0.0%	0.0%	3.0%
<b>Total College of Science</b>	<b>366</b>	<b>(21.6%)</b>	<b>(0.8%)</b>	<b>(5.2%)</b>	<b>(37.4%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(1.6%)</b>
AAP 157 Polytechnic Institute	215	27.9%	3.7%	3.3%	25.6%	0.5%	0.0%	1.9%
<b>Total Polytechnic Institute</b>	<b>215</b>	<b>(27.9%)</b>	<b>(3.7%)</b>	<b>(3.3%)</b>	<b>(25.6%)</b>	<b>(0.5%)</b>	<b>(0.0%)</b>	<b>(1.9%)</b>
AAP 112 College of Veterinary Medicine	113	51.3%	7.1%	9.7%	17.7%	0.0%	0.0%	0.0%
<b>Total College of Veterinary Medicine</b>	<b>113</b>	<b>(51.3%)</b>	<b>(7.1%)</b>	<b>(9.7%)</b>	<b>(17.7%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>

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

	Total	Female	Black	Hispanic	Asian	American Indian	Hawaiian P Islander	Multi-Racial
AAP 410 Executives	89	43.8%	5.6%	4.5%	4.5%	0.0%	0.0%	0.0%
AAP 415 Academic Administrators	177	50.8%	4.5%	3.4%	14.7%	0.0%	0.0%	0.6%
AAP 420 Student Affairs Administrators	188	66.0%	5.9%	3.2%	1.1%	0.5%	0.0%	1.1%
AAP 425 Business & Financial Managers	335	56.7%	1.8%	3.0%	3.0%	0.0%	0.0%	0.6%
AAP 430 Plant & Facilities Administrators	69	20.3%	2.9%	2.9%	1.4%	0.0%	0.0%	0.0%
AAP 435 Residential Life Administrators	12	41.7%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
AAP 440 Athletic Administrators	36	25.0%	22.2%	2.8%	0.0%	0.0%	0.0%	0.0%
AAP 445 Not Elsewhere Classified	38	73.7%	7.9%	2.6%	0.0%	0.0%	0.0%	0.0%
<b>Total EAM</b>	<b>944</b>	<b>(52.9%)</b>	<b>(4.6%)</b>	<b>(3.3%)</b>	<b>(4.6%)</b>	<b>(0.1%)</b>	<b>(0.0%)</b>	<b>(0.5%)</b>

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

	Total	Female	Black	Hispanic	Asian	Am Indian	Hawaiian PI	Multi-racial
<b>Professional</b>								
AAP 510 Math and Computer Professionals	49	51.0%	0.0%	2.0%	6.1%	0.0%	0.0%	2.0%
AAP 512 Engineers and Architects	209	26.8%	3.3%	4.3%	13.4%	0.0%	0.0%	2.4%
AAP 515 Life and Physical Scientists	394	47.2%	1.5%	6.3%	31.0%	0.5%	0.0%	2.8%
AAP 517 Clinicians & Medical Professionals	97	75.3%	3.1%	5.2%	15.5%	0.0%	0.0%	3.1%
AAP 520 Counselors & Student Affairs	494	79.6%	7.1%	8.3%	3.4%	0.0%	0.0%	1.4%
AAP 522 Social Sciences & Education	136	64.7%	3.7%	4.4%	2.9%	0.0%	0.0%	0.7%
AAP 525 Arts/Media/Communication Professionals	610	68.0%	4.1%	4.8%	3.6%	0.2%	0.0%	2.1%
AAP 530 Business & Accounting Professionals	583	73.9%	3.1%	3.1%	3.8%	0.0%	0.2%	1.7%
AAP 532 Personnel Professionals	71	78.9%	8.5%	1.4%	4.2%	0.0%	0.0%	2.8%
AAP 535 Administrative Assistants	99	98.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 537 Restauranters & Food Professionals	37	67.6%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%
AAP 540 Sports & Recreation Professionals	114	33.3%	16.7%	7.0%	0.0%	0.0%	0.9%	1.8%
AAP 555 Extension Service Professionals	347	77.2%	1.4%	2.9%	0.6%	0.3%	0.0%	0.0%
<b>Total Professional</b>	<b>3240</b>	<b>(66.4%)</b>	<b>(4.0%)</b>	<b>(4.8%)</b>	<b>(7.3%)</b>	<b>(0.1%)</b>	<b>(0.1%)</b>	<b>(1.7%)</b>
<b>Secretarial and Clerical</b>								
AAP 610 Secretaries	264	92.8%	2.3%	2.3%	2.3%	1.1%	0.0%	0.8%
AAP 620 Clerks & Miscellaneous	300	89.0%	2.0%	6.3%	5.0%	0.3%	0.0%	1.0%
AAP 625 Tellers & Cashiers	2	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AAP 645 Operations Assistants	463	94.0%	1.5%	5.8%	1.3%	0.2%	0.0%	0.4%
<b>Total Secretarial/Clerical</b>	<b>1029</b>	<b>(92.2%)</b>	<b>(1.8%)</b>	<b>(5.1%)</b>	<b>(2.6%)</b>	<b>(0.5%)</b>	<b>(0.0%)</b>	<b>(0.7%)</b>
<b>Technical and Paraprofessional</b>								
AAP 710 IT Data & Application Development	479	45.7%	3.3%	3.8%	9.8%	0.2%	0.0%	2.5%
AAP 711 IT Infrastructure	248	16.9%	5.6%	2.4%	5.6%	0.0%	0.0%	1.2%
AAP 712 IT User Services & Operations	89	20.2%	5.6%	4.5%	1.1%	1.1%	0.0%	1.1%
AAP 715 Engineering Technicians	33	0.0%	3.0%	6.1%	3.0%	0.0%	0.0%	3.0%
AAP 720 Science Technicians	234	74.8%	1.7%	7.3%	6.4%	0.4%	0.0%	0.9%
AAP 725 Nurses	25	76.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%
AAP 730 Health & Wellness Specialists	129	76.7%	3.1%	10.1%	2.3%	0.0%	0.0%	1.6%
AAP 735 Protective Services	92	19.6%	4.3%	0.0%	2.2%	0.0%	0.0%	1.1%
<b>Total Technical/Paraprofessional</b>	<b>1329</b>	<b>(44.4%)</b>	<b>(3.6%)</b>	<b>(4.5%)</b>	<b>(6.2%)</b>	<b>(0.2%)</b>	<b>(0.0%)</b>	<b>(1.7%)</b>
<b>Skilled Crafts</b>								
AAP 810 Construction Crafts	94	3.2%	1.1%	2.1%	0.0%	0.0%	0.0%	2.1%
AAP 820 Mechanics & Repairers	54	1.9%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%
AAP 825 Power Station Engineers & Other	88	4.5%	0.0%	1.1%	0.0%	0.0%	0.0%	1.1%
AAP 830 Metal Crafts	13	0.0%	7.7%	0.0%	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%	0.0%
AAP 850 Crafts & Maintenance Supervisors	67	9.0%	1.5%	7.5%	0.0%	0.0%	0.0%	1.5%
<b>Total Skilled Crafts</b>	<b>317</b>	<b>(4.4%)</b>	<b>(0.9%)</b>	<b>(2.8%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(0.0%)</b>	<b>(1.3%)</b>
<b>Service and Maintenance</b>								
AAP 910 Food Service & Related	170	68.2%	6.5%	9.4%	16.5%	0.6%	0.6%	4.1%
AAP 912 Cleaning Services & Housekeeping	547	53.0%	4.6%	17.2%	3.3%	0.0%	0.2%	1.3%
AAP 915 Storage & Supply	92	33.7%	0.0%	2.2%	1.1%	1.1%	0.0%	2.2%
AAP 917 Drivers & Deliverers	25	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%
AAP 920 Grounds Workers	57	19.3%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%
AAP 925 Agriculture & Related	43	44.2%	0.0%	2.3%	2.3%	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%	0.0%
AAP 940 Maintenance & Repair Worker	90	4.4%	3.3%	3.3%	0.0%	0.0%	0.0%	1.1%
AAP 945 Not Elsewhere Class Service/Maint	16	68.8%	6.3%	0.0%	6.3%	0.0%	0.0%	0.0%
AAP 950 Service & Labor Supervisors	97	36.1%	3.1%	2.1%	1.0%	0.0%	0.0%	0.0%
AAP 955 Nutrition Program Assistants	65	96.9%	1.5%	18.5%	1.5%	0.0%	1.5%	1.5%
<b>Total Service/Maintenance</b>	<b>1203</b>	<b>(48.5%)</b>	<b>(3.7%)</b>	<b>(11.1%)</b>	<b>(4.2%)</b>	<b>(0.2%)</b>	<b>(0.2%)</b>	<b>(1.6%)</b>

#### **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	
	2024	% Avail	Present %	
			2024	
AAP 101 Agricultural Economics	35	14		29
AAP 102 Agricultural Engineering	35	23		46
AAP 103 Animal Sciences	29	10		28
AAP 104 Biochemistry	20	27		30
AAP 105 Entomology	19	10		21
AAP 106 Forestry	30	9		27
AAP 107 Plant Sciences	88	15		33
AAP 108 Other Agriculture Related	14	18		29
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 101 Agricultural Economics	35	24		23
AAP 102 Agricultural Engineering	35	23		26
AAP 103 Animal Sciences	29	34		31
AAP 104 Biochemistry	20	41		50
AAP 105 Entomology	19	40		26
AAP 106 Forestry	30	34		23
AAP 107 Plant Sciences	88	43		31
AAP 108 Other Agriculture Related	14	41		50



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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 123 College of Education	71	27		30
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 123 College of Education	71	70		77

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 140 Aeronautics & Astronautics	39	28		38
AAP 141 Chemical Engineering	37	33		49
AAP 142 Civil Engineering	55	34		49
AAP 143 Electrical & Computer Engineering	113	39		53
AAP 144 Industrial Engineering	36	42		69
AAP 145 Mechanical Engineering	90	38		48
AAP 146 Other Engineering	104	30		34
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 140 Aeronautics & Astronautics	39	14		15
AAP 141 Chemical Engineering	37	31		14
AAP 142 Civil Engineering	55	25		24
AAP 143 Electrical & Computer Engineering	113	15		19
AAP 144 Industrial Engineering	36	28		19
AAP 145 Mechanical Engineering	90	16		18
AAP 146 Other Engineering	104	24		28

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 117 Public Health	18	21		61
AAP 128 Health and Kinesiology	22	19		32
AAP 159 Health Sciences	19	26		47
AAP 114 Hospitality & Tourism Mgmt	21	32		62
AAP 115 Human Dev & Family Studies	26	22		19
AAP 151 Nursing	51	16		25
AAP 116 Nutrition Science	20	22		30
AAP 130 Psychological Sciences	38	16		18
AAP 121 Audiology and Speech Sciences	30	24		20
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 117 Public Health	18	59		78
AAP 128 Health and Kinesiology	22	50		32
AAP 159 Health Sciences	19	55		37
AAP 114 Hospitality & Tourism Mgmt	21	40		48
AAP 115 Human Dev & Family Studies	26	75		81
AAP 151 Nursing	51	87		92
AAP 116 Nutrition Science	20	73		60
AAP 130 Psychological Sciences	38	62		53
AAP 121 Audiology and Speech Sciences	30	71		73

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

		Total		Minority	
		2024	% Avail	Present % 2024	
<b>AAP 100 Honors</b>		95	40	37	
		Total		Females	
		2024	% Avail	Present % 2024	
<b>AAP 100 Honors</b>		95	29	31	

**TABLE 16**  
**UTILIZATION ANALYSIS**  
**COLLEGE OF LIBERAL ARTS FACULTY**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 120 Design, Art, & Performance	42	12		33
AAP 122 Communication	24	17		29
AAP 124 English	36	17		19
AAP 125 Foreign Language & Lit	35	30		51
AAP 126 History	32	15		22
AAP 127 Philosophy	27	10		19
AAP 129 Political Science	28	28		32
AAP 131 Sociology	33	22		15
AAP 132 Anthropology	16	19		25
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 120 Design, Art, & Performance	42	45		48
AAP 122 Communication	24	58		50
AAP 124 English	36	63		47
AAP 125 Foreign Language & Lit	35	63		49
AAP 126 History	32	41		53
AAP 127 Philosophy	27	29		22
AAP 129 Political Science	28	47		43
AAP 131 Sociology	33	59		42
AAP 132 Anthropology	16	59		75

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 135 Libraries	37	14		30
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 135 Libraries	37	66		62

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 147 School of Business	153	26		44
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 147 School of Business	153	34		22

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 150 College of Pharmacy	79	32		33
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 150 College of Pharmacy	79	47		46



**TABLE 20  
UTILIZATION ANALYSIS  
POLYTECHNIC INSTITUTE FACULTY**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 157 Polytechnic Institute	215	31		35
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 157 Polytechnic Institute	215	22		28

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 152 Biological Sciences	44	29		45
AAP 153 Chemistry	50	27		44
AAP 154 Geosciences	37	18		32
AAP 155 Physics	48	22		38
AAP 156 Computer Science	77	34		48
AAP 158 Mathematics	77	26		43
AAP 160 Statistics	33	31		73
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 152 Biological Sciences	44	47		20
AAP 153 Chemistry	50	39		28
AAP 154 Geosciences	37	37		32
AAP 155 Physics	48	23		21
AAP 156 Computer Science	77	18		18
AAP 158 Mathematics	77	25		18
AAP 160 Statistics	33	36		18

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 112 College of Veterinary Medicine	113	11		35
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 112 College of Veterinary Medicine	113	51		51

**TABLE 23  
UTILIZATION ANALYSIS  
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL STAFF**

<b>Minority</b>				
	<b>2024</b>	<b>% Avail</b>		<b>Present %</b>
				<b>2024</b>
AAP 410 Executives	89	10		15
AAP 415 Academic Administrators	177	21		23
AAP 420 Student Affairs Administrators	188	16		12
AAP 425 Business & Financial Managers	335	11		8
AAP 430 Plant & Facilities Administrators	69	10		7
AAP 435 Residential Life Administrators	12	14		8
AAP 440 Athletic Administrators	36	20		25
AAP 445 Not Elsewhere Classified	38	9		11
<b>Females</b>				
	<b>2024</b>	<b>% Avail</b>		<b>Present %</b>
				<b>2024</b>
AAP 410 Executives	89	47		44
AAP 415 Academic Administrators	177	37		51
AAP 420 Student Affairs Administrators	188	69		66
AAP 425 Business & Financial Managers	335	64		57
AAP 430 Plant & Facilities Administrators	69	23		20
AAP 435 Residential Life Administrators	12	67		42
AAP 440 Athletic Administrators	36	23		25
AAP 445 Not Elsewhere Classified	38	34		74

**TABLE 24  
UTILIZATION ANALYSIS  
PROFESSIONAL STAFF**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 510 Math and Computer Professionals	49	19		10
AAP 512 Engineers and Architects	209	12		23
AAP 515 Life and Physical Scientists	394	14		42
AAP 517 Clinicians & Medical Professionals	97	24		27
AAP 520 Counselors & Student Affairs	494	16		20
AAP 522 Social Sciences & Education	136	16		12
AAP 525 Arts/Media/Communication Professionals	610	15		15
AAP 530 Business & Accounting Professionals	583	11		12
AAP 532 Personnel Professionals	71	14		17
AAP 535 Administrative Assistants	99	7		1
AAP 537 Restauranters & Food Professionals	37	16		3
AAP 540 Sports & Recreation Professionals	114	20		26
AAP 555 Extension Service Professionals	347	14		5
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 510 Math and Computer Professionals	49	36		51
AAP 512 Engineers and Architects	209	27		27
AAP 515 Life and Physical Scientists	394	42		47
AAP 517 Clinicians & Medical Professionals	97	63		75
AAP 520 Counselors & Student Affairs	494	69		80
AAP 522 Social Sciences & Education	136	66		65
AAP 525 Arts/Media/Communication Professionals	610	56		68
AAP 530 Business & Accounting Professionals	583	64		74
AAP 532 Personnel Professionals	71	69		79
AAP 535 Administrative Assistants	99	87		98
AAP 537 Restauranters & Food Professionals	37	65		68
AAP 540 Sports & Recreation Professionals	114	23		33
AAP 555 Extension Service Professionals	347	59		77

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

	Total		Minority	
	2024	% Avail	Present %	
			2024	
<b>AAP 610 Secretaries</b>	264	4		5
<b>AAP 620 Clerks &amp; Miscellaneous</b>	300	8		7
<b>AAP 625 Tellers &amp; Cashiers</b>	2	11		0
<b>AAP 645 Operations Assistants</b>	463	9		4
	Total		Females	
	2024	% Avail	Present %	
			2024	
<b>AAP 610 Secretaries</b>	264	86		93
<b>AAP 620 Clerks &amp; Miscellaneous</b>	300	81		89
<b>AAP 625 Tellers &amp; Cashiers</b>	2	77		100
<b>AAP 645 Operations Assistants</b>	463	78		94

**TABLE 26**  
**UTILIZATION ANALYSIS**  
**TECHNICAL AND PARAPROFESSIONAL STAFF**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 710 IT Data & Application Development	479	16		20
AAP 711 IT Infrastructure	248	12		15
AAP 712 IT User Services & Operations	89	12		13
AAP 715 Engineering Technicians	33	11		15
AAP 720 Science Technicians	234	15		17
AAP 725 Nurses	25	8		4
AAP 730 Health & Wellness Specialists	129	16		17
AAP 735 Protective Services	92	10		8
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 710 IT Data & Application Development	479	30		46
AAP 711 IT Infrastructure	248	25		17
AAP 712 IT User Services & Operations	89	31		20
AAP 715 Engineering Technicians	33	19		0
AAP 720 Science Technicians	234	43		75
AAP 725 Nurses	25	92		76
AAP 730 Health & Wellness Specialists	129	74		77
AAP 735 Protective Services	92	21		20

**TABLE 27  
UTILIZATION ANALYSIS  
SKILLED CRAFTS STAFF**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 810 Construction Crafts	94	7		5
AAP 820 Mechanics & Repairers	54	10		2
AAP 825 Power Station Engineers & Other	88	6		2
AAP 830 Metal Crafts	13	6		8
AAP 840 Printing Crafts	1	10		0
AAP 850 Crafts & Maintenance Supervisors	67	6		10
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 810 Construction Crafts	94	11		3
AAP 820 Mechanics & Repairers	54	32		2
AAP 825 Power Station Engineers & Other	88	15		5
AAP 830 Metal Crafts	13	9		0
AAP 840 Printing Crafts	1	28		0
AAP 850 Crafts & Maintenance Supervisors	67	10		9



**TABLE 28**  
**UTILIZATION ANALYSIS**  
**SERVICE AND MAINTENANCE STAFF**

	Total		Minority	
	2024	% Avail	Present %	
			2024	
AAP 910 Food Service & Related	170	16		38
AAP 912 Cleaning Services & Housekeeping	547	21		27
AAP 915 Storage & Supply	92	14		7
AAP 917 Drivers & Deliverers	25	6		4
AAP 920 Grounds Workers	57	15		5
AAP 925 Agriculture & Related	43	6		5
AAP 935 Printing and Duplicating Work	1	13		0
AAP 940 Maintenance & Repair Worker	90	16		8
AAP 945 Not Elsewhere Class Service/Maint	16	10		13
AAP 950 Service & Labor Supervisors	97	10		6
AAP 955 Nutrition Program Assistants	65	11		25
	Total		Females	
	2024	% Avail	Present %	
			2024	
AAP 910 Food Service & Related	170	64		68
AAP 912 Cleaning Services & Housekeeping	547	53		53
AAP 915 Storage & Supply	92	46		34
AAP 917 Drivers & Deliverers	25	25		12
AAP 920 Grounds Workers	57	19		19
AAP 925 Agriculture & Related	43	20		44
AAP 935 Printing and Duplicating Work	1	32		0
AAP 940 Maintenance & Repair Worker	90	19		4
AAP 945 Not Elsewhere Class Service/Maint	16	37		69
AAP 950 Service & Labor Supervisors	97	26		36
AAP 955 Nutrition Program Assistants	65	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, 2023 - SEPTEMBER 30, 2024**

JOB GROUP	Total 2024 Placements	MINORITIES			WOMEN			
		2023 Goal	2024 Placements	Goal Met?	2023 Goal	2024 Placements	Goal Met?	
<b>College of Agriculture</b>								
101	Agricultural Economics	5	N/A	N/A	N/A	N/A	N/A	
102	Agricultural Engineering	4	N/A	N/A	N/A	N/A	N/A	
103	Animal Science	3	N/A	N/A	N/A	N/A	N/A	
104	Biochemistry	3	N/A	N/A	N/A	N/A	N/A	
105	Entomology	3	N/A	N/A	N/A	25%	0%	No
106	Forestry	2	N/A	N/A	N/A	25%	0%	No
107	Plant Sciences	11	N/A	N/A	N/A	67%	18%	No
108	Other Agriculture Related	4	N/A	N/A	N/A	N/A	N/A	N/A
109	Food Science	2	N/A	N/A	N/A	N/A	N/A	N/A
<b>College of Education</b>								
123	College of Education	11	N/A	N/A	N/A	N/A	N/A	N/A
<b>College of Engineering</b>								
140	Aeronautics & Astronautics	7	N/A	N/A	N/A	10%	0%	No
141	Chemical Eng.	6	N/A	N/A	N/A	20%	50%	Yes
142	Civil Engineering	3	N/A	N/A	N/A	N/A	N/A	N/A
143	Electrical & Computer Eng	19	N/A	N/A	N/A	N/A	N/A	N/A
144	Industrial Eng.	7	N/A	N/A	N/A	17%	14%	Yes
145	Mechanical Eng.	19	N/A	N/A	N/A	N/A	N/A	N/A
146	Other Engineering	20	N/A	N/A	N/A	N/A	N/A	N/A
<b>College of Health &amp; Human Sciences</b>								
117	Public Health	8	N/A	N/A	N/A	N/A	N/A	N/A
128	Health and Kinesiology	4	N/A	N/A	N/A	17%	25%	Yes
159	Health Sciences	2	N/A	N/A	N/A	0%	50%	Yes
114	Hospitality & Tourism Mgmt	3	N/A	N/A	N/A	N/A	N/A	N/A
115	Human Dev & Family Studies	4	N/A	N/A	N/A	N/A	N/A	N/A
151	Nursing	8	N/A	N/A	N/A	N/A	N/A	N/A
116	Nutrition Science	0	N/A	N/A	N/A	50%	0%	No
130	Psychological Sciences	9	N/A	N/A	N/A	N/A	N/A	N/A
121	Speech, Language & Hearing Sciences	3	N/A	N/A	N/A	75%	100%	Yes
<b>College of Liberal Arts</b>								
120	Design, Art, & Performance	2	N/A	N/A	N/A	N/A	N/A	N/A
122	Communication	3	N/A	N/A	N/A	100%	67%	No
124	English	1	N/A	N/A	N/A	N/A	N/A	N/A
125	Foreign Language & Lt	1	N/A	N/A	N/A	N/A	N/A	N/A
126	History	6	N/A	N/A	N/A	N/A	N/A	N/A
127	Philosophy	6	N/A	N/A	N/A	40%	17%	No
129	Political Science	3	N/A	N/A	N/A	N/A	N/A	N/A
131	Sociology	8	60%	25%	No	N/A	N/A	N/A
132	Anthropology	1	N/A	N/A	N/A	N/A	N/A	N/A
<b>Libraries and School of Information Studies</b>								
135	Libraries	5	N/A	N/A	N/A	73%	60%	No
<b>Daniels School of Business</b>								
147	School of Business	27	N/A	N/A	N/A	22%	22%	Yes
<b>College of Pharmacy</b>								
150	College of Pharmacy	13	N/A	N/A	N/A	N/A	N/A	N/A
<b>College of Science</b>								
152	Biological Sciences	7	N/A	N/A	N/A	33%	29%	No
153	Chemistry	4	N/A	N/A	N/A	27%	25%	No
154	Geosciences	8	N/A	N/A	N/A	N/A	N/A	N/A
155	Physics	9	N/A	N/A	N/A	N/A	N/A	N/A
156	Computer Science	8	N/A	N/A	N/A	N/A	N/A	N/A
158	Mathematics	10	N/A	N/A	N/A	14%	40%	Yes
160	Statistics	4	N/A	N/A	N/A	N/A	25%	N/A
<b>Polytechnic Institute</b>								
157	Polytechnic Institute	40	N/A	N/A	N/A	N/A	N/A	N/A

**TABLE 29**  
**PROGRESS TOWARD GOALS**  
**OCTOBER 1, 2023 - SEPTEMBER 30, 2024**

JOB GROUP	Total 2024 Placements	MINORITIES			WOMEN		
		2023 Goal	2024 Placements	Goal Met?	2023 Goal	2024 Placements	Goal Met?
<b>College of Veterinary Medicine</b>							
112	College of Veterinary Medicine	22	N/A	N/A	N/A	N/A	N/A
<b>Executive, Administrative &amp; Managerial Staff</b>							
410	Executives	21	N/A	N/A	N/A	N/A	N/A
415	Academic Administrators	58	N/A	N/A	N/A	N/A	N/A
420	Student Affairs Administrators	37	16%	8%	No	N/A	N/A
425	Business & Financial Managers	74	12%	8%	No	N/A	N/A
430	Plant & Facilities Administrators	10	13%	30%	Yes	N/A	N/A
435	Residential Life Administrators	2	N/A	N/A	N/A	75%	50%
440	Athletic Administrators	5	N/A	N/A	N/A	N/A	N/A
445	Not Elsewhere Classified	9	N/A	N/A	N/A	N/A	N/A
<b>Professional Staff</b>							
510	Math and Computer Professionals	16	N/A	25%	N/A	N/A	N/A
512	Engineers and Architects	66	N/A	N/A	N/A	N/A	N/A
515	Life and Physical Scientists	74	N/A	N/A	N/A	N/A	N/A
517	Clinicians & Medical Professionals	35	41%	40%	Yes	N/A	N/A
520	Counselors & Student Affairs	196	N/A	N/A	N/A	N/A	N/A
522	Social Sciences & Education	27	12%	15%	Yes	N/A	N/A
525	Arts/Media/Communication Professionals	176	17%	18%	Yes	N/A	N/A
530	Business & Accounting Professionals	195	12%	18%	Yes	N/A	N/A
532	Personnel Professionals	19	N/A	N/A	N/A	N/A	N/A
535	Administrative Assistants	36	6%	0%	No	N/A	N/A
537	Restaurateurs & Food Professionals	5	N/A	20%	N/A	N/A	N/A
540	Sports & Recreation Professionals	53	N/A	N/A	N/A	N/A	N/A
555	Not Elsewhere Class - Professionals	97	7%	7%	Yes	N/A	N/A
<b>Secretarial &amp; Clerical Staff</b>							
610	Secretaries	101	N/A	N/A	N/A	N/A	N/A
620	Clerks & Miscellaneous	89	N/A	N/A	N/A	N/A	N/A
645	Office Managers	141	10%	13%	Yes	N/A	N/A
<b>Technical &amp; Paraprofessional Staff</b>							
710	IT Data & Application Development	109	N/A	N/A	N/A	N/A	N/A
711	IT Infrastructure	44	N/A	N/A	N/A	19%	18%
712	IT User Services & Operations	21	N/A	N/A	N/A	21%	19%
715	Engineering Technicians	11	N/A	N/A	N/A	14%	0%
720	Science Technicians	64	N/A	N/A	N/A	N/A	N/A
725	Nurses	6	10%	0%	No	N/A	N/A
730	Health & Wellness Specialists	53	N/A	N/A	N/A	83%	70%
735	Protective Services	30	15%	20%	Yes	N/A	N/A
<b>Skilled Crafts Staff</b>							
810	Construction Crafts	30	N/A	N/A	N/A	10%	3%
820	Mechanics & Repairers	7	9%	0%	No	N/A	N/A
825	Power Station Engineers & Other	30	6%	0%	No	N/A	N/A
830	Metal Crafts	15	N/A	N/A	N/A	N/A	N/A
850	Crafts and Maintenance Supervisors	4	N/A	N/A	N/A	N/A	N/A
<b>Service &amp; Maintenance Staff</b>							
910	Food Service & Related	106	N/A	N/A	N/A	N/A	N/A
912	Cleaning Services & Housekeeping	255	N/A	N/A	N/A	N/A	N/A
915	Storage & Supply	30	N/A	N/A	N/A	26%	33%
917	Drivers & Deliverers	9	N/A	11%	N/A	N/A	11%
920	Grounds Workers	17	4%	6%	Yes	N/A	N/A
925	Agriculture & Related	10	N/A	N/A	N/A	N/A	N/A
940	Maintenance & Repair Worker	55	7%	11%	Yes	2%	7%
945	Not Elsewhere Class Service/Maint	5	N/A	N/A	N/A	N/A	N/A
950	Service & Labor Supervisors	25	6%	4%	No	N/A	N/A
955	Nutrition Program Assistants	9	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.<sup>4</sup>

#### **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 2023 and September 2024,<sup>5</sup> data for the West Lafayette campus shows the following for faculty:

The number of female faculty increased from 802 to 850 (increased by 48), and the percentage of female faculty increased slightly in 2024 (35.1%).

The number of minority faculty increased by 101 this year (from 818 to 919) and was distributed as follows: 3.8% are Black, 6.0% are Hispanic, 26.4% are Asian, 0.2% are American Indian, 0.1% are Hawaiian or other Pacific Islanders, and 1.4% are Multi-racial.

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

##### **Findings:**

For the October 2023 to September 2024<sup>6</sup> 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 1 of 48 faculty job groups, down by 1 from last year.

Women are underrepresented in 16 of 48 faculty job groups, down by 1 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 via distribution and/or posting on the VPEC website of this written affirmative action plan.

The Office of Institutional Equity will continue its practice of informing each Department Head 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.

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<sup>4</sup> The October snapshot file is an annual file that contains information on all employees as of September 30, 2024.

<sup>5</sup> Movements are measured using the October 2024 snapshot workforce data.

<sup>6</sup> *Id.*

## Hires

One hundred and eighty-one faculty members were hired in 2023-2024.<sup>7</sup> Of these, 49 were women, and 87 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.

	Sex			Race/Ethnicity							Total
	Female	Male	Unknown	Black	Hispanic	Asian	American Indian	Multi-racial	Other	White	
Professor	7	52	0	1	2	20	0	0	4	32	59
Associate Professor	16	34	0	2	4	11	0	0	2	31	50
Assistant Professor	26	46	0	0	4	32	0	0	5	31	72

## Promotions

Tenure and tenure-track faculty promotions in 2023-2024<sup>8</sup> consisted of the following:

Associate to Full: 17 females and 19 minorities of a total of 47 were promoted from Associate Professor to Full Professor.

Assistant to Associate: 46 Assistant Professors were promoted to Associate Professor: 17 female and 25 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.

	Sex		Race/Ethnicity							Total
	Female	Male	Black	Hispanic	Asian	American Indian	Multi-racial	Other	White	
Professor	17	30	1	1	15	0	0	2	28	47
Associate Professor	17	29	1	3	17	0	0	4	21	46
Assistant Professor	0	2	0	1	0	0	0	0	1	2

<sup>7</sup> *Id.*

<sup>8</sup> *Id.*

## **Terminations**

There were a total of 165 faculty terminations in 2023-2024.<sup>9</sup> Of these, 52 were female, 3 were Black, 5 were Hispanic, and 29 were Asian. Of the 165 terminations, 59 were due to retirements, 66 were resignations, 3 were due to death, 5 contracts were not renewed, and 32 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.

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<sup>9</sup> *Id.*

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

	Sex		Termination Reason			Race/Ethnicity		Termination Reason						
			F	M			Blk	His	Asn	Aln	Oth	Wht		
<b>Professor</b>	Female	19	Resignation	5	10	Black	0	Resignation	0	0	4	0	0	11
	Male	50	Retirement	7	29	Hispanic	0	Retirement	0	0	3	0	0	33
			Deceased	0	2	Asian	11	Deceased	0	0	0	0	0	2
			Discharged	7	9	American Ind	0	Discharged	0	0	4	0	0	12
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	58								
<b>TOTALS</b>		<b>69</b>		<b>19</b>	<b>50</b>		<b>69</b>		<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>58</b>
<b>Professor Associate</b>	Female	11	Resignation	5	10	Black	2	Resignation	2	1	1	0	0	11
	Male	26	Retirement	4	10	Hispanic	1	Retirement	0	0	1	0	1	12
			Deceased	0	1	Asian	3	Deceased	0	0	0	0	0	1
			Discharged	2	5	American Ind	0	Discharged	0	0	1	0	1	5
			Other/Unknown	0	0	Other	2	Other/Unknown	0	0	0	0	0	0
					White	29								
<b>TOTALS</b>		<b>37</b>		<b>11</b>	<b>26</b>		<b>37</b>		<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>29</b>
<b>Professor Assistant</b>	Female	9	Resignation	7	17	Black	0	Resignation	0	4	10	0	0	10
	Male	23	Retirement	0	1	Hispanic	4	Retirement	0	0	0	0	0	1
			Deceased	0	0	Asian	14	Deceased	0	0	0	0	0	0
			Discharged	2	5	American Ind	0	Discharged	0	0	4	0	0	3
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	14								
<b>TOTALS</b>		<b>32</b>		<b>9</b>	<b>23</b>		<b>32</b>		<b>0</b>	<b>4</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>14</b>
<b>Professor Clinical</b>	Female	4	Resignation	1	0	Black	0	Resignation	0	0	0	0	0	0
	Male	2	Retirement	1	2	Hispanic	0	Retirement	0	0	0	0	0	3
			Deceased	0	0	Asian	0	Deceased	0	0	0	0	0	0
			Discharged	2	0	American Ind	0	Discharged	0	0	0	0	0	3
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	6								
<b>TOTALS</b>		<b>6</b>		<b>4</b>	<b>2</b>		<b>6</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Professor Clinical Associate</b>	Female	2	Resignation	1	1	Black	0	Resignation	0	0	0	0	0	2
	Male	3	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	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	5								
<b>TOTALS</b>		<b>5</b>		<b>2</b>	<b>3</b>		<b>5</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Professor Clinical Assistant</b>	Female	7	Resignation	4	4	Black	1	Resignation	1	0	0	0	0	7
	Male	7	Retirement	2	1	Hispanic	0	Retirement	0	0	0	0	0	3
			Deceased	0	0	Asian	0	Deceased	0	0	0	0	0	0
			Discharged	1	2	American Ind	0	Discharged	0	0	0	0	0	3
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	13								
<b>TOTALS</b>		<b>14</b>		<b>7</b>	<b>7</b>		<b>14</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>
<b>Professor of Research Associate</b>	Female	0	Resignation	0	1	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	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	1								
<b>TOTALS</b>		<b>1</b>		<b>0</b>	<b>1</b>		<b>1</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Professor Research Assistant</b>	Female	0	Resignation	0	0	Black	0	Resignation	0	0	1	0	0	0
	Male	1	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	0	0	0	0
			Other/Unknown	0	0	Other	0	Other/Unknown	0	0	0	0	0	0
					White	0								
<b>TOTALS</b>		<b>1</b>		<b>0</b>	<b>1</b>		<b>1</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>



The Office of Institutional Equity reviews and revises the tools used to assist the faculty in achieving placement goals. Staff in the Office of Institutional Equity 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 2023 and September 2024,<sup>10</sup> data shows the following for non-tenure track faculty:

There are 1379 non-tenure track instructional faculty, representing an increase of 81 from 1298.

The number of female non-tenure track faculty increased from 607 to 634 (45.98% of total).

Of the total of 1379 non-tenure track instructional faculty, 652 are minorities and distributed as follows: 2.9% are Black; 6.9% are Hispanic; 3.3% are Native American, 27.1% are Asian, and 7.1% are Multi-racial. The number of minority non-tenure track faculty increased by 47.

## 3. Executive, Administrative, and Managerial Staff

### Workforce Composition

For the period between October 2023 and September 2024,<sup>11</sup> 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 499 from 452.

The number of minorities at the executive, administrative, and managerial level increased from 108 to 123. Minority staff in this category were distributed as follows: 4.6% are Black, 3.3% are Hispanic, 4.6% are Asian, 0.1% are American Indian, and 0.5% 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.

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<sup>10</sup> Movements are measured using the October 2024 workforce data.

<sup>11</sup> *Id.*

**Corrective Action:**

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 2023 to September 2024 period there were: 97 terminations of which 34 were retirements, 43 resignations, 2 reduction in force, 1 death, and 17 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 2023 to September 2024<sup>12</sup> 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**

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

One job group had placement goals for females. No progress was made.

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<sup>12</sup> *Id.*

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

##### Workforce Composition

For the period between October 2023 and September 2024,<sup>13</sup> 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 393 persons to 8146. The number of females increased by 229, and the number of minorities increased by 172.

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 1957 to 2151. Of the Professional staff, 583 are minorities: 4.0% are Black, 4.8% are Hispanic, 7.3% are Asian, 0.1% are American Indian, 0.1% are Hawaiian, and 1.7% are multiracial. Minority staff increased by 84.

*Clerical and Secretarial* – The number of females in this category decreased from 967 to 949. Of the Clerical and Secretarial staff, 110 are minorities: 1.8% are Black, 5.1% are Hispanic, 2.6% are Asian, 0.5% are American Indian, and 0.7% are Multiracial. Minority staff increased by 13.

*Technical and Paraprofessional* – The number of females in this category decreased from 597 to 590. Of the Technical and Paraprofessional staff, 217 are minorities: 3.6% are Black, 4.5% are Hispanic, 6.2% are Asian, 0.2% are American Indian, and 1.7% are Multiracial. Minority Staff increased by 13.

*Skilled Crafts* – The number of females in this category increased from 13 to 14. Of the Skilled Crafts staff, 16 are minorities: 0.9% are Black, 2.8% are Hispanic, and 1.3% are Multiracial. The number of minority staff decreased by 1.

*Service and Maintenance* – The number of females in this category increased from 573 to 583. Of the Service and Maintenance staff, 252 are minorities: 3.7% are Black, 11.1% are Hispanic, 4.2% are Asian, 0.2% are American Indian, 0.2% are Hawaiian, and 1.6% are Multiracial. Minority staff increased by 26.

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, five of the six the Skilled Crafts categories, and four of the ten Service and Maintenance categories.

##### Corrective Action:

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

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.

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<sup>13</sup> *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 9 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 1398 Terminations: 10 Deaths, 129 Retirements, 727 Resignations, and 532<sup>14</sup> 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:*

Placement goals for minorities were met in seven of eight groups with placement goals.

There was no placement goal for females.

### *Clerical and Secretarial:*

---

<sup>14</sup> Includes the 9 reductions in force listed in paragraph d above.

Placement goals were met in all groups.

There were no placement goals for females.

*Technical and Paraprofessional:*

The placement goal was met for minorities in one of two groups with placement goals.

There are four groups with placement goals for females and progress were made in three groups.

*Skilled Crafts:*

Placement goals for minorities were met in one of the three groups with placement goals.

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

*Service and Maintenance:*

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

Placement goals females were met in all 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 2023-24 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**

Human Resources monitors annual compensation as well as compensation when an open position is filled.

The Office of the Vice President for Ethics and Compliance plans to work with Human Resources to develop a new comprehensive plan for evaluation of annual compensation for all University non-faculty employees.

**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 Associate Vice President for 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. As a general rule, 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 generally 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.

**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:**

No adverse findings were made.

**Corrective Action:**

Corrective action is not necessary.

**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:**

No adverse findings were made.

**Corrective Action:**

Corrective action is not necessary.

**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. There were no statistically significant adverse impacts in faculty promotions.

**Corrective Action:**

No corrective action is necessary.

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.

**Findings:**

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:**

In late summer of 2024, the Office of Institutional Equity provided replacement and updated posters to Building Deputies across the University.

**Corrective Action:**



No corrective action is required.

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

### **A. 2024-25 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.

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.*