Affirmative Action Plan for Women and Minorities

2013-2014
Indiana University East – Richmond Campus

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President’s Letter of Proclamation
September 2011

Indiana University is committed to Equal Employment and Affirmative Action. All employment and academic decisions will further the principle of equality. In this regard, Indiana University will recruit, hire, promote and educate persons without regard to age, color, disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status. We will design and execute programs aimed at the elimination of prejudice and its effects on the lives of individuals.

The missions of Indiana University are academic distinction founded on the highest standards of teaching and research, access to an education of high quality for every student and public service, including the promotion of economic growth in Indiana. To realize these missions, we must provide a welcoming climate for all students and guarantee that faculty and staff reflect the complex world in which our students will live and work.

Indiana University aspires to eliminate discrimination in education and employment and to erase prejudice in our community. We adopt this goal not merely to comply with Federal and State laws, orders, and regulations, but with a steadfast commitment to the richness and diversity of spirit that characterize our students, faculty and staff.

The task of building a truly diverse community requires a comprehensive Affirmative Action Plan, as do Federal mandates. The President’s Office is ultimately responsible for the Equal Opportunity Policy and the Affirmative Action Plan. The Director of the University Affirmative Action Office and Equal Opportunity, appointed by the President, develops the Affirmative Action Plan and oversees the coordination of Affirmative Action Programs. The director serves as liaison between the University and governmental agencies concerned with equal opportunity, and advise University departments in implementing policies and attaining goals.

This policy will be reaffirmed and reissued annually in accordance with federal guidelines and in order to assure the University’s prompt response to changing situations within our community.

MICHAEL A. MCROBBIE
President
Indiana University
Chancellor’s Letter of Proclamation

July 2013

Indiana University East is an inclusive and welcoming campus that recognizes, celebrates and embraces differences and commonalities. This includes, but is not limited to, culture, language, ethnicity, race, religion, political opinion, socio-economic status, ability, sex, gender, gender identity, sexual orientation, veteran status, age and life experience. We are creating a learning and work environment in which people benefit from interaction with one another. At Indiana University East civil rights and civil liberties set the boundaries for respectful discourse and action. As we build an inclusive campus, Indiana University East will continue to engage in dialogue and commit the time, resources and leadership which will aid the continuous growth of respect for human rights of all peoples and cultures through curricular, co-curricular and administrative activities.

As noted in the IU East Diversity Plan, the campus:

1. Incorporates diversity initiatives/accomplishments in annual employee evaluations, with merit pay and promotion implications.

2. Develops diversity support programs for faculty and staff.

3. Reviews and redesigns student support structures and student co-curricular programs in accordance with best practices for engaging students from less represented populations in the life of the campus and in their own learning and success.

Ultimate responsibility for the effective implementation of the university’s equal opportunity/affirmative action program at Indiana University East lies with the Chancellor. The Campus Affirmative Action Officer will monitor all relevant matters and report them to the Chancellor of the Indiana University East campus.

Kathryn Cruz-Uribe
Chancellor
Indiana University East
Equal Employment Opportunity/Affirmative Action Policy of Indiana University

Board of Trustees, November 21, 1969;
Amended, Board of Trustees, December 4, 1992;
Reaffirmed, Board of Trustees, September 17, 2002;
Amended, Board of Trustees, June 12, 2009.

Indiana University pledges itself to continue its commitment to the achievement of equal opportunity within the University and throughout American society as a whole. In this regard, Indiana University will recruit, hire, promote, educate, and provide services to persons based upon their individual qualifications.

Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status.

Indiana University shall take affirmative action, positive and extraordinary, to overcome the discriminatory effects of traditional policies and procedures with regard to the disabled, minorities, women, and veterans.

INDIANA UNIVERSITY BOARD OF TRUSTEES
Statement of Purpose

Because the IU East campus receives a portion of Indiana University’s more than $138 million in federal contracts, it is required by federal law to develop a written affirmative action program. Federal guidelines define an affirmative action program as “a set of specific and result-oriented procedures to which a contractor commits [itself] to apply every good faith effort . . . to achieve prompt and full utilization of minorities and women, at all levels and all segments of [its] workforce where deficiencies exist.” This process requires an analysis of the present quantity and quality of employment of women and minorities within the university to see if there are areas where women and minorities are considered to be “underutilized” when compared to the number of possible women and minority employment candidates in the recruitment area. If under utilization is found, the university must use its best efforts in good-faith to develop and implement procedures designed to increase the number of qualified women and minority employment candidates in the applicant pool, which will lead to the establishment of placement goals for women and minorities in areas where needed. A complete affirmative action plan also includes mechanisms which enable the university to continually monitor and evaluate its employment practices to ensure they are free of bias and discrimination based on age, color disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status.

The purpose of this Affirmative Action Plan for Indiana University East is to reaffirm the university’s continuing commitment to the principles of equal employment opportunity and affirmative action. This is demonstrated by setting forth a set of specific results-oriented procedures which apply a good-faith effort toward the goal of full utilization of women and minorities. Availability data is analyzed separately for women and minorities using two factors. Using this information, goals are established to help focus recruitment efforts. This plan provides for the implementing and monitoring of such efforts through a comprehensive affirmative action program.

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).

Applicability of Plan

This Affirmative Action Plan applies to the operations of all schools, colleges, and departments managed on and affiliated with the Indiana University East campus. All other campuses of Indiana University develop and maintain their own Affirmative Action programs with support from the Indiana University Office of Affirmative Action and Equal Opportunity on the Bloomington campus.
Access to Plan

Indiana University East maintains and renews the plan annually. This Affirmative Action Plan is available for inspection Monday through Friday 8:00 a.m. to 5:00 p.m. in the Office of Affirmative Action and Equal Opportunity, Springwood Hall, rm. 204F, 2325 Chester Boulevard, Richmond, Indiana 47374. Copies of this plan are distributed internally to the Indiana University Board of Trustees, President, Vice Presidents, Chancellors, academic Deans, University Human Resources, and other administrative and academic personnel. Additionally, it is on file at the Indiana University East Library. A complete copy of this plan can also be viewed and downloaded from the Office of Affirmative Action and Equal Opportunity website: www.iue.edu/HR/Affirmative.

Additional questions about this plan can be addressed to the Office of Affirmative Action and Equal Opportunity at (765) 973-8625.

Plan Definitions

**Discrimination**, within the context used in the Affirmative Action Plan, refers to illegally differentiating between people on the basis of group membership rather than individual merit. Systemic discrimination may occur when unequal treatment results from institutional policies that have or continue the effect of discrimination. Individual discrimination may result when a person is subjected to unequal treatment on the basis of their age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status.

The concept of *equal employment opportunity* proclaims the right of each person to apply and be evaluated for employment opportunities without regard to age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without reasonable accommodations.

The principles of *affirmative action* require 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. Such efforts may include specialized advertising efforts, recruitment funds, mentoring programs or other programs designed to promote the achievement of affirmative action placement goals.

When evaluating minority participation in the workforce at Indiana University the term *minority* refers to employees who have self identified themselves as a member of one or more of the five minority groups defined by the Federal Government Office of Management and Budget (Asian, Hispanic, American Indian, Native Hawaiian, Black) or have identified as being of two or more races.
Data Sources

All workforce data in this Affirmative Action plan is compiled and analyzed by the Office of Affirmative Action from the employee database. Since that database is an ever changing record, a “frozen file” is created on October first of each year. This shows a picture of the Indiana University workforce on that date. Faculty appointed as President, Vice Presidents, Deans or Chancellors are counted as executive management and are not reflected in the individual department totals.


Equal Employment Opportunity Objectives

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

- To recruit, hire, train, and promote persons in all job classifications without regard to age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status, except where these attributes are a bona fide occupational qualification.

- To make decisions within all stages of the employment process that will further the principles of equal employment opportunity.

- 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, and privileges of employment at Indiana University are job related.

- To vigorously apply the principles of affirmative action to correct problems and ensure equal opportunity in areas where there are placement goals for women and/or minorities.

Legal Basis

Summaries of the federal, state and local laws applicable to this Affirmative Action plan can be found on the Office of Affirmative Action and Equal Opportunity website: www.indiana.edu/~affirm.
Responsibility for Implementation

Trustees of Indiana University

As the university’s governing body, the Trustees of Indiana University have been charged by the Indiana General Assembly with a wide range of policy and decision-making authority to carry out the programs and missions of the university. Of the nine members, six are appointed by the Governor (including one student trustee) and three are elected by the alumni of Indiana University.

The current Trustees of Indiana University include:

- William R. Cast, M.D., Chair
- Patrick Shoulders, Vice Chair
- Phillip N. Eskew Jr., M.D.
- Bruce Cole
- Thomas E. Reilly Jr.
- William H. Strong
- MaryEllen Kiley
- Derica W. Rice
- Cora J. Griffin

Executive Staff

The President of Indiana University, Michael A. McRobbie is ultimately responsible for the success of the equal employment opportunity and affirmative action program for the whole of Indiana University.

The Chancellor of Indiana University East, Kathryn Cruz-Uribe, is ultimately responsible for the success of the equal employment opportunity and affirmative action program for the Indiana University East Campus.

The Vice Chancellors of Indiana University East and the Deans of the schools and colleges within Indiana University are responsible for establishing placement goals and action-oriented programs within their units and integrating equal opportunity and affirmative action principles and objectives into all employment related decisions within their areas of responsibility.

They, or their designees, are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with Indiana 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. The Deans of the schools and college on the Bloomington campus of Indiana University are further required to provide a summary of their affirmative action efforts and progress toward recruitment and retention of minorities and women in their annual budget report. Every school is required to have a salary review committee to annually review faculty salary inequities.
The current Vice Chancellors of Indiana University East include:

**Larry Richards, Vice Chancellor, Academic Affairs**  
**Dan Dooley, Vice Chancellor, Administration and Finance**  
**Rob Zinkan, Vice Chancellor, External Affairs**

The current School and College Deans and Directors on the Indiana University East campus include:

**David Frantz, Dean, School of Business**  
**Marilyn Watkins, Dean, School of Education**  
**Katherine Frank, Dean, School of Humanities and Social Sciences**  
**Neil Sabine, Interim Dean, School of Natural Science and Mathematics**  
**Karen Clark, Dean, School of Nursing**  
**Ed Fitzgerald, Director, School of Social Work**  
**Mary Blakefield, Dean of Students**  
**Ross Alexander, Dean of Graduate Studies & Associate Vice Chancellor for Academic Affairs**  
**Frances Yates, Library Director**

The directors, department heads, managers, and supervisors of individual units and departments on the IU East campus are responsible for promoting equal employment opportunity and making good-faith efforts to achieve affirmative action goals within their units.

**Director of Affirmative Action and Equal Opportunity**

The Director of the Office of Affirmative Action and Equal Opportunity, **Julie V. Knost**, has been appointed by the President and the Provost of the Bloomington campus to be responsible and accountable for the equal employment opportunity and affirmative action program for the whole of Indiana University and the Bloomington campus. She has been given the authority, resources, support of, and access to top management to ensure effective implementation of the equal employment opportunity and affirmative action program.

The Chancellor of Indiana University East has appointed **Patty Crawford** as the Affirmative Action Officer for the Indiana University East campus.
EO/AA Policy Dissemination

Indiana University disseminates its Equal Employment Opportunity/Affirmative Action Policy both internally and externally in a variety of means and media. The policies set forth in this plan are available annually to all employees.

Equal employment opportunity posters and other required notices are displayed in locations where employment applications are received, where employment interviews are routinely conducted, and on public bulletin boards in every campus building.

The Equal Opportunity/Affirmative Action Policy of Indiana University pledges itself to continue its commitment to the achievement of equal opportunity within the University and throughout American society as a whole. In this regard, Indiana University will recruit, hire, promote, educate, and provide services to persons based upon their individual qualifications. Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status.

Indiana University shall take affirmative action, positive and extraordinary, to overcome the discriminatory effects of traditional policies and procedures with regard to the disabled, minorities, women and Vietnam-era veterans.

Indiana University prohibits discrimination on the basis of age, color, disability, ethnicity, gender (including sexual harassment), marital status, national origin, race, religion, sexual orientation, or veteran status. The Indiana University East Office of Affirmative Action exists primarily to ensure institutional compliance with federal and state nondiscrimination legislation, executive orders, guidelines and regulations. Any IU East student or employee who believes that he or she has been discriminated against or harassed on the basis of any of the above factors has access to procedures for filing a complaint with the affirmative action officer.

Programs and Presentations

The Director of Human Resources and the Affirmative Action Officer at Indiana University East informs each unit head of their EO/AA responsibilities at the beginning of the faculty and/or staff recruitment process. Legal compliance training regarding EO/AA policy is offered semi-annually campus-wide to all appointed staff. Hiring managers and search committee chairs receive departmental/academic unit plan data and resources regarding EO/AA responsibilities at the beginning of each search. All search committee chairs will also receive a resource on how to diversify faculty through search committee practices, Diversifying the Faculty: A Guidebook for Search Committees, written by Caroline Sotello Viernes Turner.
Advertisements and Notices

The following standard statement must be included in every IU East position announcement:

“Indiana University East is an Affirmative Action/Equal Employment institution and proactively seeks applications from women and members of underrepresented minority groups.”
Organizational Profile

Identification of Establishment

Indiana University is one of the nation’s oldest and largest state universities, with eight campuses serving more than 110,000 students. The Bloomington campus is the flagship campus of Indiana University with a Carnegie Foundation Classification of RU/VH. The campus is more than 1900 acres in size and includes 524 buildings. It is located in Monroe county in south central Indiana along highway 37 approximately 53 miles south of Indianapolis. The Monroe county population is about 121,000 with Bloomington being the county’s only city (pop. 69,247).

Indiana University East offers you all the advantages of an Indiana University education. IU East provides its students the opportunity to earn a prestigious IU degree that is respected throughout Indiana, the nation, and the world. As part of the Indiana University system, IU East provides all the services and opportunities of a large university combined with the advantages and atmosphere of a small college.

At IU East, students are our number one focus.

IU East is the region’s leader in baccalaureate and master’s degree programs, offering over 50 academic programs. Our expert faculty empowers their students to go beyond the textbook and expand their horizons. Students have the opportunity to conduct independent research and creative projects or to work directly with our expert faculty.

Outside of the classroom, IU East provides real-life experiences before heading out into their career of choice. From state to nationwide internship opportunities to an award-winning service-learning program, students will have an experience that will inspire, grow and educate them individually. IU East offers students the option to study abroad; a thriving campus life program with organizations, clubs, and events; and all the academic and career support services to help you succeed in the classroom and beyond.
Indiana University East Organizational Profile

Indiana University Board of Trustees
- President of Indiana University
- Ex VP for University Regional Affairs
- Chancellor of Indiana University East

Executive Vice Chancellor, Academic Affairs
- Academic Affairs
  - Dean of Students
  - Honors Center
  - Library
  - Mathematics Center
  - Reading Programs & Assistance
  - Retention Programs/Student Support Services
  - Study Abroad
  - Support Programs/Supplemental Instruction
    - University College
      - Academic Advising
      - Career Planning & Placement
      - Center for Service Learning
      - Testing Center
    - Multicultural Affairs
    - Writing Center
    - Enrollment Services
      - Admissions
    - Financial Aid & Scholarships
    - Student Records and Registrar
    - Faculty Support
      - Faculty Records & Academic Policies
      - Center for Teaching and Learning
      - Research and Grants
    - Research Centers
    - Institutional Support
      - Accreditations and Articulations
      - Assessment and Student Learning
      - Center for Health Promotion
      - Counseling Center
      - Distance Education
      - Disability Services
      - Institutional Research
      - Internships & Community Engagement
    - Off-campus Centers
    - Schools
      - Business & Economics
      - Continuing Studies
      - Education
      - Humanities & Social Sciences
      - Natural Science & Mathematics
      - Nursing
      - Social Work

Director, Information Technology
- Audio/Visual
- Computing Services
- Networking
- Telecommunications

Vice Chancellor, Administration & Finance
- Athletic Department
- Bursar
- Business Office & Accounting
- Food Service
- Human Resources & Payroll
- Physical Plant and Facilities
- Police/Parking, Motor Pool
- 21st Century Scholars

Vice Chancellor, External Affairs
- Alumni Relations
- Area B Agency
- Campus Life/Grant Center
- Communications & Marketing
- Gift Development
- Special Events
- WCTV
- Website/Social Media

Affirmative Action Officer
- Alumni Association Board
- Board of Advisors
- Faculty Senate
- Staff/Professional Councils
- Student Government Association
- Title IX Coordinator

Organizational Chart - July 2011
Internal and External Audit

Annual Internal Analysis Reports

The progress of IU East towards meeting its affirmative action goals is audited and assessed annually by Indiana University-Bloomington. A number of both internal and external reports are required throughout the year. The writing of each report requires analysis of the University’s commitment to equal opportunity and affirmative action goals and requires it to evaluate its progress in different ways.

- Campus Diversity Plan
  All schools and units are required to submit diversity actions plans annually that support the current IU East Strategic Plan. The Diversity Plan Goals are as follows:
  
  - Goal 1: Incorporate diversity initiatives/accomplishments in annual employee evaluations, with merit pay and promotion implications.
  - Goal 2: Empower offices and individuals to plan and deliver diversity activities and events for the campus.
  - Goal 3. Review and redesign student support structures and student co-curricular programs in accordance with best practices for engaging students from less represented populations in the life of the campus and in their own learning and success.

- Affirmative Action Plan
  - This plan allows for analysis of the University’s efforts at achieving its affirmative action goals. Printed versions are available for distribution to the Chancellor and academic deans to inform them of the University’s progress in meeting its affirmative action goals. The IU East affirmative action website also reiterates the affirmative action goals to the hiring managers through hiring checklists and expectations for search committees. The plan is available on our website and is open for inspection by the Office of Equity and Diversity.

Annual External Analysis Reports

Indiana University is required to prepare several reports for external agencies throughout the year. Each report requires slightly different ways of analyzing the University’s progress towards meeting its goals. The following reports are prepared and disseminated through the Bloomington Office.

Annual EEO-6/IPEDS Report

This report, required under the Title VII of the Civil Rights Act of 1964, is filed annually with the Equal Employment Opportunity Commission (EEOC) and covers full and part-time employees and applicants to the institution.
Annual VETS-100 Report (52 FR 6674)

The Department of Labor requires all federal contractors holding contracts of $10,000 or more to annually file a VETS-100 Report. Indiana University annually files this report including the following information:

- Number of special disabled and Vietnam-era veterans and other veterans employed by job category and location during the reporting period;
- Total number of employees hired at each location during the reporting period;
- Number of disabled and Vietnam-era veterans hired at each location per each reporting period;
- Number of other protected veterans.

IU Board of Trustees Campus Diversity Committee Annual Report

Indiana State law (IC 21-27-4-4) requires the Trustees of Indiana University to create diversity committee on each campus to issue an annual report to the Trustees regarding findings, conclusions, recommendations and progress relating to the faculty employment policies concerning diversity issues, recommendations to promote and maintain cultural diversity among faculty members, and recommendations to promote recruitment and retention of minority students.

Ongoing Monitoring of Systems and Processes

Ongoing monitoring of key systems and processes ensure that affirmative action goals are actively used and proactive measures are taken to ensure equal opportunity.

- Employee Recruitment Process
  - To ensure EO/AA requirements and guidelines are followed in all searches, the Affirmative Action Officer and the Human Resources Director have published and distributed procedures for recruitment and selection of faculty, professional, and fulltime staff.

- Composition of Applicant Pools
  - Applicant monitoring structures and approvals are in place through the Affirmative Action Officer and the Human Resource Director. Expectations and practices are presented semi-annually to faculty and staff involved in search committees. Professional and bi-weekly statistics are gathered and reviewed using the university online applicant system (OLA).
Identification of Problem Areas & Correction Actions

Indiana University annually conducts in-depth analyses of its employment practices and programs, workforce composition, and compliance practices to identify problem areas and ensure that university policies on affirmative action and equal employment opportunity are carried out. This section lists the analytical steps used to identify potential problems areas within the workforce and briefly summarizes some of the findings and actions to be taken. Where impediments to affirmative action and equal employment opportunity are found or where under utilization of women and minorities is determined, Indiana University East will take appropriate action to remedy those situations.

Work Force Analysis

The Office of Affirmative Action and Equal Opportunity conducts an annual analysis of the Indiana University workforce. This analysis lists, as mandated by the Office of Federal Contract Compliance Programs (OFCCP), each job title, ranked from lowest to highest pay within each department or organizational unit, showing the usual line of job progression. The total number of male and female incumbents is reported for each job, and is further broken down by minority classification. The salary range for each job title is also reported.

This workforce analysis provides an overview of where women and minorities are and are not employed at Indiana University East. This analysis is reviewed for potential problem areas such as under representation of women and minorities, pay differences, and clustering by race and/or sex.

Fulltime Faculty & Tenure Track Faculty

- Minorities are underutilized in Education, Nursing, Library, and Natural Science and Mathematics schools/programs, while minorities are being fully utilized in schools of Humanities & Social Sciences and Business & Economics.

- Women are underutilized in the School of Natural Science & Mathematics. The other five academic schools/programs are utilizing women at or above the national rate of utilization, or fully utilized. (Humanities & Social Sciences, Business and Economics, Nursing, Education, and Library)

Overall specific data on women & minorities:

- Overall, in the School of Humanities & Social Sciences, minorities are underutilized in every category, except for Hispanic. Women are fully utilized.

- Overall, in the School of Business, minorities are fully utilized except for in the Hispanic category. Women are fully utilized.
Overall, in the School of Education, minorities are underutilized in every category, except American Indian and Native Hawaiian. Women are also underutilized.

Overall, in the Library, minorities are underutilized in every category except for the Native Hawaiian representation. Women are fully utilized.

Overall, in the School of Nursing, minorities are underutilized in every category except for the Native Hawaiian representation. Women are fully utilized.

Overall, in the School of Natural Science and Mathematics, minorities are underutilized in every category except in Asian and Native Hawaiian representation. Women are underutilized.

CORRECTIVE ACTION:

• The Office of Affirmative Action and Equal Opportunity will continue to monitor placement and progress towards utilization placement for each academic school especially for schools where underutilization of either women or minorities have been identified.

• The Office of Affirmative Action and Equal Opportunity will continue to provide recruitment resources and education regarding effective and affirmative recruitment and retention activities.

• The Office of Affirmative Action and Equal Opportunity will provide a list of departments with underutilization of either women or minorities to the Strategic Hiring and Support office for their goal setting activities.

Non-Tenured Full-Time Faculty

• Minorities are underutilized in non-tenured full-time faculty job groups. With the exception of Native Hawaiian representation in the all of the academic schools. (Humanities & Social Sciences, Business and Economics, Education, Nursing, and Natural Science & Mathematics)

• Women are underutilized the schools of Natural Science & Mathematics and Business & Economics. Women are being fully utilized in the academic schools of Humanities and Social Science, Education, and Nursing.

Overall, women are underutilized for full-time, non-tenured faculty in the academic schools Natural Science & Mathematics and Business & Economics. While full utilization of women is depicted in the data for the academic schools of the Humanities and Social Science, Education, and Nursing.
Overall, minorities are underutilized in the Humanities & Social Sciences, Business & Economics, Education, Nursing, and Natural Science and Mathematics.

CORRECTIVE ACTION:

- The Office of Affirmative Action and Equal Opportunity will continue to monitor the recruitment and selection activities for executive positions and notify search committees of the underutilization of women and/or minorities within the position job group.

- The Office of Affirmative Action and Equal Opportunity will continue to provide recruitment resources and education regarding effective and affirmative recruitment and retention activities.

- The Office of Affirmative Action and Equal Opportunity will provide a list of departments with underutilization of either women or minorities to the Strategic Hiring and Support office.

Executive/Managerial

Overall, Minorities and women are being underutilized in Executive and Managerial positions, including executive and upper level management appointments, including both faculty and librarians appointed to an executive administrative position and professional staff appointments.

CORRECTIVE ACTION:

- University Human Resources will monitor openings and demonstrate good-faith efforts to find qualified minority and/or female candidates.

- The Office of Affirmative Action and Equal Opportunity will develop a recruitment manual targeted at job groups where women or minorities are currently under utilized to assist departments in recruitment strategies.

- The Office of Affirmative Action and Equal Opportunity will continue to provide recruitment resources and education regarding effective and affirmative recruitment and retention activities.

Professional Staff Analysis

Overall, women are being fully utilized in professional full-time positions, while minorities are underutilized.

CORRECTIVE ACTION:
University Human Resources will monitor openings for which there are placement goals and demonstrate good-faith efforts to find qualified minority and/or female candidates.

The Office of Affirmative Action and Equal Opportunity will provide a list of departments with underutilization of either women or minorities to the Strategic Hiring and Support office for their goal setting activities.

Clerical Staff Analysis
Overall, minorities are being fully utilized in clerical full-time positions, while women are being underutilized in clerical full-time positions.

CORRECTIVE ACTION:
- University Human Resources will monitor openings and demonstrate good-faith efforts to find qualified minority and/or female candidates.

Service Maintenance & Custodial
Overall, women and minorities are being under-utilized in service maintenance and custodial full-time positions.

CORRECTIVE ACTION:
- University Human Resources will monitor openings and demonstrate good-faith efforts to find qualified minority and/or female candidates.

Job Group Analysis
Classification systems have been developed for both faculty and staff at Indiana University. An availability and utilization analysis is conducted annually based on job groups to determine if there is underutilization of women or minorities. Women or minorities are deemed under-utilized if there are fewer in a particular job group than would be reasonably expected when compared to their availability for these jobs.

If these analyses reveal women or minorities are under utilized in certain areas, Indiana University will make a good faith effort to correct the deficiencies.

Employee Selection Process
The Office of Affirmative Action and Equal Opportunity and individual academic units are responsible for monitoring faculty selection procedures for adverse impact and for ensuring only job-related
nondiscriminatory criteria is used in selecting faculty members. An interview request is submitted for approval prior to scheduling interviews and an offer request is submitted prior to making an offer. Both forms must be approved by the School Dean, Office of Affirmative Action and Equal Opportunity and Dean of the Faculties. This allows for an analysis at each stage of the process to ensure women and minority candidates are being fully considered.

University Human Resources monitors staff selection for adverse impact and ensures that only job-related nondiscriminatory criteria are used in the selection process. Periodically, or when concerns arise, the Office of Affirmative Action and Equal Opportunity and University Human Resources review the selection process with individual units. This includes review of position descriptions, position titles, test validity, worker specifications, and 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, non-discriminatory factors are considered in making employment decisions and that women and minorities have been fully considered. Selected officials will be informed of the need to take corrective action when adverse impact is found in the recruitment and selection process.

Position Descriptions

Deans and/or department chairs create job descriptions for faculty positions. These descriptions are reviewed periodically and prior to a faculty search by the Office of Affirmative Action and the Dean of the Faculties to ensure they contain only job-related requirements and would not unnecessarily screen out women and minorities from the position. An initial appointment rank for full-time tenure track faculty is determined by such factors as teaching, research, other experience, and degrees held. The duties and criteria for selection of other academic appointments are based upon education and experience.

University Human Resources creates and maintains job descriptions and requirements for all appointed staff positions. University Human Resources reviews position specifications for staff when there is a position vacancy, when there are concerns about a position, or when a supervisor requests a review. The Office of Affirmative Action and Equal Opportunity may request a review when there is an equal employment opportunity or affirmative action concern.

Pre-employment Inquiries

Indiana University offers training programs on recruitment and equal employment opportunity which cover information regarding pre-employment inquiries. University Human Resources is responsible for administering pre-employment tests for staff employees to ensure they are job related and do not unnecessarily screen out women and minorities. Faculty search committees are encouraged to have a member of the Affirmative Action Office meet with their committee to discuss, among other things, concerns about pre-employment inquiries.

FINDINGS:
Search committees and department supervisors are responsible for determining the needs of pre-employment inquiries for each hire. Although many are educated on the issues related to pre-employment inquiries there is still some inconsistency.
CORRECTIVE ACTION
The Office of Affirmative Action and Equal Opportunity of Indiana University created the Academic Recruitment & Search Guide to be used by academic search committees which gives information regarding pre-employment inquiries. A similar guide is being developed for professional staff recruitment.

Employee Recruitment

Recruitment plans are developed and implemented in the individual department seeking the employee. Recruitment strategies can vary depending on the type of position and the time frame. Faculty, Librarian and Executive positions are primarily advertised nationally and for a longer time period. It is also not uncommon to use search firms for these positions. Professional staff positions are often advertised regionally and locally for a somewhat shorter period of time. Clerical, Technical, Service Maintenance and Skilled Craft positions are primarily advertised locally and may be only advertised for a few weeks.

Recruitment Outreach

Prior to posting an academic position, search committee chairs submit a Vacancy Notice form including a position description for the vacant position, composition of the search committee or hiring authority, advertisement plan, and scope of recruitment (usually national). The form is reviewed and approved by the hiring department, Dean of the school, the Dean of Faculties and the Office of Affirmative Action and Equal Opportunity before the position is advertised. The Office of Affirmative Action and Equal Opportunity reviews the recruitment plan to ensure it will reach a pool of candidates which will include women and minority candidates.

University Human Resources is responsible for determining whether a staff position is within an underutilized job group when a non-academic department notifies them of an open staff position. University Human Resources ensures job announcements are placed with required agencies. If the position is underutilized, University Human Resources discusses an advertising plan with the department which includes likely sources for women and minority candidates. University Human Resources maintains a list of organizations which attract or provide services to candidates from underrepresented groups and provides this list to departments upon request.

FINDINGS:
- Recruitment for some professional positions are advertised only locally which limits the number of minority and female candidates in an applicant pool.
- With shrinking budgets departments look to cut back on advertising costs and may limit their announcement to only one or two publications.

CORRECTIVE ACTION:
- The Indiana University Office of Affirmative Action and Equal Opportunity is currently writing a recruitment guide for professional positions which would provide strategies and sources to
increase the number of minority candidates in an applicant pool. This guide will be distributed to non-academic departments which do a large number of professional staff hires.

- Options need to be researched to do more multi-department advertising to reduce costs to individual departments while at the same time reaching a broader pool of candidates which is likely to include more women and minorities.

**SALARY STUDIES**
The Vice Chancellor for Academic Affairs periodically conducts faculty salary equity studies considering rank, tenure, service time, department, and other variables to see possible salary inequity. University Human Resources monitors all staff salaries for compliance with university policies. Individual cases can be brought to the Office of Affirmative Action and Equal Opportunity for equity review by either the individual or the department. Annually the Office of Affirmative Action and Equal Opportunity reviews equity adjustments of salaries during budget construction.

**BENEFITS**
The University provides employment benefits to all full-time staff and faculty regardless of gender, race, ethnicity, or other protected class status. Within this group, there is a wide variety of personal interests, differing income levels, differing types and sizes of family units, and varied educational backgrounds, all of which result in contrasting benefit needs. When appropriate, the Affirmative Action Office and Equal Opportunity will meet with the benefits administrator, or designee, to ensure that protected class members are equally informed of relevant aspects of the benefits program.

**SENIORITY PRACTICES, UNION AGREEMENTS, AND LINES OF PROGRESSION**
Indiana University maintains formal tenure track and promotion procedures for faculty appointments. Tenure track faculty are reviewed for reappointment, tenure, and promotion. After an initial full-time appointment of 1 to 3 years, faculty and librarians complete a probationary period of not more than seven years. Each year of the probationary period, faculty and librarians are subject to non-reappointment or reappointment for another year. The decision is based on annual reviews of the individual’s professional performance. An individual is notified by the department of the review and is given an opportunity to ensure all relevant information is in their file. An individual not reappointed can request a review of the decision.

A tenure review is conducted the year before the end of the probationary period. If the criterion for tenure in teaching, research, creative activities, and service has been satisfied, tenure is granted. Separate criteria are used to recommend an individual for promotion. Promotion recognizes past achievements. Granting tenure recognizes both past achievement and confidence in the individual future achievement. The weight given to each criterion varies depending on the campus, school, or department mission. The Dean of the Faculties annually reviews all tenured faculty for possible promotion with special attention to ensuring women and minority faculty are promoted.
Indiana University has no formal seniority system or lines of progression for executive and professional positions. It does however encourage transfers and promotions within these ranks. A weekly bulletin is distributed to departments for posting and is available on line announcing open staff positions within the university.

**EDUCATION**

Indiana University’s commitment to the importance of higher education extends to its employees as well. All full-time faculty and staff are provided fee courtesy in the value of 100% tuition for up to four credits per semester and 50% tuition for the next four credits per semester. This program is open to all eligible employees regardless of age, color, disability, ethnicity, gender, gender identity, marital status, national origin, race, religion, sexual orientation, or veteran status.

**GRIEVANCE RESOLUTION**

All employees have access to the university grievance procedures. These are published in the Academic Handbook and staff personnel policy manuals. At any stage of the grievance procedure anyone may consult with the Office of Affirmative Action and Equal Opportunity. Formal charges of discrimination on the basis of age, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status should be filed directly in the Office of Affirmative Action and Equal Opportunity and resolved through its complaint procedures. Our complaint guidelines place a strong emphasis on resolving complaints in a fair, objective, prompt, and confidential manner.

**Development and Execution of Action Programs**

**Faculty Mentoring Program**

The IU East Faculty Mentoring Program has been designed to assist new faculty members to adjust to the IU East campus, plan their careers, and make full use of the available resources at IU East for professional development. The program serves as a tool for retaining the best faculty by reducing the problems many new faculty members, especially faculty of color, are confronted with on a new campus. These include: a sense of isolation and alienation from existing collegial networks, uncertainty over policies and procedures, and lack of social engagement. This program is not meant to be a substitute for any existing mentoring programs in place at the departmental/school level, but a supplement to existing programs. The program’s success depends on the new faculty members, their mentors, and department chairs all taking an active role in the acclimation process.
Vice Chancellor for Academic Affairs
The Office of Academic Affairs and Dean of the Faculties implements academic policies. The office oversees and supports faculty careers from recruitment through hiring, promotion and tenure, and retirement.

Programs
Indiana University offers equal opportunity to participate in university sponsored social and recreational activities without regard to age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status. All university facilities are open to all employees on an equal basis.

New Chairs Workshop and Annual Chairs Workshop
The workshop provides an introduction to the skills and tools needed to effectively and efficiently manage and lead an academic department including awareness of Equal Employment Opportunity and Affirmative Action.
Work Force Analysis

For the purpose of conducting a meaningful workforce analysis the University staff is first grouped by the following EEO categories:

- 001 – Executive
- 002 – Professional
- 003 – Clerical/Secretarial
- 004 – Technical/Paraprofessional
- 005 – Skilled Crafts
- 006 – Service Maintenance
- 007 – Academic

All employees are further subdivided into job groups based on criteria outlined in the data in this report.

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 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. 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 (or departments for academic positions), incorporating the required factors. Once they are computed, the availability estimates give participation standards against which to measure proportions of females and minorities in each group in the University’s workforce.

Once availability has been determined, the utilization analysis is a simple yes or no query. Each job group’s (or departments for academic positions) 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 no underutilization has occurred. If the percentage of female or minority incumbents falls below availability, the job group (or department for academic positions) is “underutilized” and placement goals are set equal to the percentage of underutilization.
The following current utilization statistics are based on the annual October snapshot file containing information on all employees as of October 1, 2012.