PURDUE UNIVERSITY
FORT WAYNE

AFFIRMATIVE ACTION PLAN

Gender, Race, Ethnicity

October 2023 to September 2024

November 15, 2023

To All Members of the Purdue University Fort Wayne Community:

Purdue University is an institution that is dedicated to Diversity among its faculty, staff, and student body, equality of opportunity for all members of our community in whatever their chosen path may be, and inclusion so that everyone is able to partake in the many opportunities that our institution may provide. These principles are essential to creating an environment where education and innovation can thrive, and it is the bedrock upon which we, collectively, choose to build up our university community each and every day.

Purdue University is also committed to being an open marketplace of ideas where students, faculty and staff can respectfully discuss and debate a multitude of topics absent any viewpoint discrimination by ensuring diversity of thought through a diverse population. To that end, the purpose of Purdue Fort Wayne's *Affirmative Action Plan* is to set forth the policies and procedures the University will pursue in fulfilling this commitment to diversity, equality, and inclusion, and to reaffirm and ensure that these principles are applied to the recruitment, appointment, promotion and termination of all persons in all employment classifications. The Vice Chancellors, deans, directors, and heads of units are responsible for the employment practices conducted in their schools and units, and for engaging in quality efforts to achieve equal opportunity goals.

To accomplish this Purdue Fort Wayne's *Affirmative Action Plan* has been prepared to comply voluntarily with Executive Order 11246 of September 24, 1965, and the Office of Federal Contract Compliance Programs Code of Federal Regulations, Title 41, Chapter 60-2, Affirmative Action Programs. Purdue Fort Wayne will ensure that all employment decisions 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 or parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. We will maintain 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 this plan, oppose any act or practice prohibited by the laws and regulations that governs this plan, or exercise any other rights protected under this plan's governing laws and regulations. We will educate employees by meeting regularly with supervisors and search committees regarding our equal access/employment opportunities and affirmative action policies.

The Office of Institutional Equity, is responsible for auditing and monitoring procedures, practices, and progress towards our goals and will be distributing these policies and plans to employees through the Purdue Fort Wayne website, and upon request, through physical mediums. Lastly, every Purdue Fort Wayne employee must be aware of the University's commitment to diversity and each person is expected to act in accordance with this plan and the university's policies. The Office of Institutional Equity reports any problems to me and will investigate any circumstances of possible discrimination or harassment so that the University may take appropriate actions to correct any problems that may exist.

Anyone seeking additional information concerning this program should contact the Purdue Fort Wayne campus Human Resources & Office of Institutional Equity at: hr@pfw.edu or by calling 260-481-6840.

Sincerely,

Ronald L. Elsenbaumer, Ph.D.
Chancellor

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I. STATEMENT OF PURPOSE

A. Description of the University

Purdue University Fort Wayne is a state-assisted University serving Indiana's second largest city and nine area counties in Northeastern Indiana. Purdue University Fort Wayne is a Multisystem Metropolitan University campus, and Purdue University serves as the campus's managing agent.

The Fort Wayne campus employs approximately 1,361 persons, including 231 Ladder Rank faculty, 312 non-ladder rank faculty, and approximately 818 staff. Minority groups make up approximately 22 percent of the regular workforce, a figure that is higher than the reported racial composition of the workforce of the region.

As Northeastern Indiana's only comprehensive University, Purdue Fort Wayne offers a wide range of certificate, associate and baccalaureate programs, in addition to selected graduate programs at the master's level. Its academic colleges, schools, and divisions offer degrees and certificates in about 200 areas. In August 2023, student enrollment was approximately 8,874 of whom about 51 percent were female and about 21 percent were minorities. Of the 8,874 students enrolled, 2,586 were dual credit high school students, 5,524 were undergraduate students, and 764 were graduate students.

B. Purpose and Applicability of the Affirmative Action Plan

Because the Fort Wayne campus receives federal contracts, it is required by federal law to develop a written affirmative action program. Federal guidelines define an affirmative action program as "a management tool designed to ensure equal employment opportunity…[and] is to include those policies, practices, and procedures that the contractor implements to ensure that all qualified applicants and employees are receiving an equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment." (41 CFR 60-2.10)

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 qualified women and minority employment candidates in the recruitment area. If underutilization is found, the University must use its best efforts, in good faith, to develop and implement procedures that are designed to increase the number of qualified women and minority candidates in the applicant pool and to establish hiring goals for women and minorities in areas where they are needed.

A complete affirmative action program also includes mechanisms that enable the University to continually monitor and evaluate its employment practices to ensure that they are free of bias and discrimination based on race, color, sex, disability, age, veteran status, religion, ancestry, or national origin.

The purpose of the Purdue Fort Wayne Affirmative Action Plan 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 distributing information

relevant to the development, analysis, enforcement, evaluation, 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 (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).

1.   **Reaffirmation of Policy**

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 policy statements and responsibilities:

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 r e s p e c t 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.*

All aspects of the employment relationship, including recruitment, selection, hiring, training, professional development, tenure, promotion, compensation and separations are administered in accordance with this policy.

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."

In furtherance of the University's equal employment opportunity and affirmative action obligations, the President of the University has implemented the preceding policy through a number of actions, including issuance of Purdue University's Nondiscrimination Policy Statement via *Equal Opportunity, Equal Access and Affirmative Action*, last revised August 1, 2021, which can be found online at http://www.purdue.edu/policies/ethics/iiic2.html.

2. **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.

- *Systemic discrimination* may occur when unequal treatment results from "neutral" institutional practices that continue the effect of past discrimination.

- *Individual discrimination* may result when a person is subjected to unequal treatment on the basis of race, color, sex, disability, age, veteran status, religion, national origin, or ancestry.

- **Equal Employment Opportunity**: The concept of *equal employment opportunity* proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, color, sex, religion, age, national origin, ancestry, disability, or veteran status. It guarantees applicants the right to be considered solely on the basis of abilities to perform the duties of the job in question, with or without reasonable accommodations.

- **Affirmative Action**: The principle of *affirmative action* requires 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. Consistent with this practice, *affirmative action* requires that where there are candidates for a position who appear to be equally well qualified, the person selected should be the one who will contribute to the achievement of affirmative action goals.

3. **Applicability**

This Affirmative Action Plan applies to the operations of all schools and departments managed on and affiliated with the Fort Wayne campus.

4. **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 5:00 p.m. in the Human Resources and Office of Institutional Equity (HR-OIE) and online at https://www.pfw.edu/offices/human-resources/ethics-compliance/equal-access-equal-opportunity. Questions about the University's Affirmative Action Plan or about affirmative action may be directed to Human Resources and Office of Institutional Equity at (260) 481-6679.

II. IMPLEMENTATION AND RESPONSIBILITY

Ultimate responsibility for compliance with 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. Their charge includes selecting the President of the University, deciding major policies, approving the budget, approving the President's nominations for major appointments, and approving all construction and major contracts.

B. Executive Staff, Line Management, and Supervisors

Dr. Ronald L. Elsenbaumer, Purdue Fort Wayne Chancellor, has full responsibility for the successful implementation of the University's Equal Opportunity, Equal Access, Affirmative Action Policy and the Affirmative Action Plan for the Fort Wayne campus.

Vice chancellors and deans are responsible for establishing 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. Vice chancellors and deans are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with the University's affirmative action program in both procedure and outcome, and for reviewing the qualifications of applicants and reasons for selection to ensure that minorities, women, veterans, and individuals with disabilities are given full opportunities for hire and promotion.

Department heads, directors, 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

Christine M. Marcuccilli, Director of Compliance & Title IX Coordinator, has been designated by the Associate Vice Chancellor of Human Resources and Office of Institutional Equity to serve as the responsible Affirmative Action Officer for the campus. Accordingly, she is responsible for ensuring the development, coordination, and dissemination of an annual Affirmative Action Plan for the Fort Wayne campus.

D. Reference to Regulations

This plan is intended to comply fully with all pertinent sections of 41 CFR 60-2 (required contents of affirmative action programs for women and minorities), whether or not specifically cited.

III. UTILIZATION ANALYSES

A. Job Classifications

For 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 EEO-6 categories and their corresponding 2-digit identification codes the university uses are:

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

Job Groups (POCs)

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

Jobs within a group have similar content, promotional opportunities, and wage or salary patterns. Jobs within a group exhibit similar patterns for utilizing males, females, and minorities.

In order to provide meaningful comparisons, job groups closely parallel the employment categories used in published data on the availability of minorities and women.

Job groups should take into consideration the reporting structure of the organization. Each job group contains a number of employees sufficient for valid statistical analyses.

Job group definitions are developed by the staff of Human Resources and Office of Institutional Equity.

Each job group is assigned a three-digit identification code, referred to as the (POC) or Purdue Occupational Code. A synopsis of the job groups within EEO-6 categories may be found online at: https://www.purdue.edu/ethics/documents/POCCodesbyEEO6.8.11pdf.pdf

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* Individuals appointed as visiting faculty, post-doctoral research associates, and student assistants, positions labeled EEO-6 category 04 are included as part of the workforce summaries, but placement goals are not established for these groups. By definition, the positions are of a limited duration.

B. 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. 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.

C. Utilization Analysis

1. Declaring Underutilization:

Once availability has been determined, the utilization analysis 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 no underutilization has occurred. If the percentage of female or minority incumbents falls below availability, the job group is "underutilized."

2. The "Whole Person" Rule

In every job group where underutilization is found, a goal is set for the entire campus and for each major organizational unit. Separate annual goals are set for minorities and women.

A job group is considered underutilized, and a goal is set, according to the "whole person" rule that is, where the underutilization for women or for minorities rounds to at least one person. Goals are the amount needed to achieve the expected figure, based on the size of the job category.

3. Placement Goals

Pursuant to 41 CFR 60-2.16, whenever the term "goal" is used, it is expressly intended that it should not be used to discriminate against any applicant or employee because of race, color, religion, sex, ancestry, or national origin. The establishment of a placement goal does not amount to an admission of impermissible conduct. All placement goals are voluntarily adopted in a good-faith effort to implement affirmative action policies. Where placement goal commitments exceed the percentage estimates of availability, the University acknowledges that these are not required by OFCCP or by order of any court.

Affirmative action placement goal setting at the University is done annually. This cycle grants each unit a longer horizon in which to develop and implement their objectives.

D. Dissemination of Goals to Units

Following the generation of the utilization reports, the Director of Compliance in Human Resources and Office of Institutional Equity makes available the reports to university executives, to include vice chancellors and deans. Consistent with the *Equal Opportunity, Equal Access and Affirmative Action* policy, the responsibility for disseminating this information to department heads and to hiring supervisors rests with the respective deans and vice chancellors.

IV.   IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTION

A.   Workforce Composition and Selection

In order to identify if there is any underutilization, an in-depth analysis is made on an on-going and on an annual basis, paying particular attention to the patterns revealed by the distribution of minorities and women in various job groups. The workforce analysis herein is based on an annual snapshot file.

1. *Composition of the workforce by gender and minority group status.*

Women represent 50.03% of the total Purdue Fort Wayne workforce. In the ladder rank faculty workforce women are highly represented in Sciences, Humanities, and Education. In the non-ladder rank faculty workforce women are highly represented in Sciences, Community Outreach, and Education.

Minorities represent 22.11% of the total Purdue Fort Wayne workforce. This is an increase of minorities in the workforce, a continuing trend over the last 6+ years.

2. *Composition of applicant flow by gender and minority group*

Applicant flow records for ladder rank, or tenure-track faculty, are kept by Human Resources and Office of Institutional Equity. In order to determine areas of inadequate representation, analyses of the selection rates are conducted regularly by race and sex. These data and analyses (also referred to as Adverse Impact Analysis) are not included in the written Affirmative Action Plan.

Applicant flow records for Non-Faculty/Staff positions resided in SuccessFactors, the upgraded Human Capital Management system. This applicant tracking system is maintained by Human Resources and Office of Institutional Equity. These flow records are analyzed regularly by Human Resources and Office of Institutional Equity during the recruitment audit process.

3. *The selection process for Faculty*

Position descriptions for faculty are developed by each school and reflect the unique needs for the specialty being sought. Prior to posting, the position is reviewed by the dean of the school, Human Resources and Office of Institutional Equity, and the Executive Assistant to the Vice Chancellor of Academic Affairs and Enrollment Management to ensure compliance with university guidelines and policy. Upon request, faculty search committees are briefed on EO/EA/AA obligations and procedures. Approvals must be obtained from the dean of the school, from Human Resources and Office of Institutional Equity, and the Vice Chancellor of Academic Affairs and Enrollment Management before on-campus interviews can be held. Approval must be obtained prior to extending an offer to a candidate. The hiring department and the Purchasing Department work jointly to approve placement of ads in all newspapers, journals and other professional publications before publication. All advertising for positions must carry the tagline:

> *"Purdue Fort Wayne is an EEO/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."*

4. *The selection process for Staff*

Whenever a staff vacancy occurs, position descriptions are reviewed by Compensation & Classification to ensure that they accurately represent current functions and duties. Jobs requiring substantially similar skill, effort, and responsibility have been classified together. There are no titles that express a preference for one sex over another.

All regular vacancies must be listed with Human Resources and Office of Institutional Equity for announcement to University staff and the public through SuccessFactors, and every applicant must be recorded by these systems. HR-OIE and the Purchasing Department work jointly to approve placement of ads in all newspapers, journals and other professional publications before publication. All advertising for positions must carry the tagline:

> *"Purdue Fort Wayne is an EEO/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."*

5. *Transfer/Promotions/Terminations*

Current employees may apply for opportunities throughout the campus and supervisors are encouraged to announce such vacancies to his/her department through the most effective means. These opportunities may involve lateral transfer or promotion. Vacancies are announced publicly in accordance with Purdue Fort Wayne posting policy. All employees, including women and minorities, are encouraged to take advantage of the opportunity to apply.

As mentioned above, all vacancies are announced in accordance with Purdue Fort Wayne posting policy; therefore, recruitment occurs for each vacancy. Data is reviewed for applicant flow and for hires, including individuals who were transferred or promoted as a result of successfully applying for the vacancy along with non-university employees.

Separations from Purdue Fort Wayne are monitored and analyzed by Human Resources & Office of Institutional Equity. Information from these impact studies is forwarded to area administrators. Specific attention is paid to involuntary terminations and reductions in force, when they occur, to evaluate if there is any adverse impact. The complete data and analyses are not included in the written Affirmative Action Program, but are performed annually and will be available for inspection.

6. *Hiring Managers/Search Committees*

All hiring managers and search committee members are trained in inclusive hiring practices.

B. Identification of Problem Areas by Job Group

The analysis of the workforce includes a comparison of the estimated availability percentages with the incumbent percentages for each EEO job group to determine if there are any job groups in which there are fewer minorities and/or women than would reasonably be expected based on availability estimates. Purdue Fort Wayne has identified the following job groups as having less than parity for women:

- Ladder Rank Faculty
- Non-ladder Rank Faculty
- Executive, Administrative and Managerial
- Skilled Crafts

Further, Purdue Fort Wayne identified that minorities (all minorities combined) were not at parity for the following job groups:

- Ladder Rank Faculty
- Non-ladder Rank Faculty
- Executive, Administrative and Managerial
- Service and Maintenance

C. Other Areas of Compliance

1. *Apprenticeship and training programs, formal and informal*

   The University does not have or expect to create apprenticeship programs for faculty.

2. *Contract Compliance*

   The University seeks, identifies, and encourages the establishment of contracts with firms owned by women and minorities to provide the University with goods and services. However, no specific goals or set-asides are established for University purchases and contracts.

3. *Attitude of workforce, managers and supervisors*

   Creating a hospitable environment for minorities and women is a regular part of professional development programs. All faculty and staff are encouraged to engage with the mission of the institution as well as behave according to the Civility, Integrity and Diversity Statements of Purdue Fort Wayne. Specifically, the Office of Diversity and Multicultural Affairs offers numerous programs which focus on diversity, culture and environment.

4. *Complaints and Grievances*

Faculty have access to the University Grievance Procedures for Academic Personnel as outlined by Faculty Grievances (I.B.1), which can be found online at: http://www.purdue.edu/policies/academic-research-affairs/ib1.html.

Administrative/Professional and Clerical/Service employees can have complaints and grievances heard through the Dispute Resolution for Administrative/Professional and Clerical/Service Staff Members (VI.D.1), policy, revised March 1, 2020. The policy can be found online at: http://www.purdue.edu/policies/human-resources/vid1.html.

All employees bringing complaints alleging discrimination are directed and encouraged to use the procedures established for filing complaints, as modified by the Equal Opportunity, Equal Access and Affirmative Action (III.C.2) policy, which can be found online at: http://www.purdue.edu/policies/ethics/iiic2.html.

Complaints alleging harassment are processed in accordance with the Anti-Harassment (III.C.1) policy, and the "Procedures for Resolving Complaints of Discrimination and Harassment." The Vice President for Ethics and Compliance is responsible for overseeing and coordinating the enforcement of policies and procedures that deal with harassment for all campuses and operations in the University system, including Purdue Fort Wayne. (http://www.purdue.edu/policies/ethics/iiic1.html). The "Procedures for Resolving Complaints of Discrimination and Harassment" can be found online at: https://www.purdue.edu/ethics/resources/resolving-complaints.php.

Human Resources and Office of Institutional Equity responds to all complaints or requests for assistance. In addition, it pursues any patterns or trends that suggest a need for remedial actions. For example, a disproportionately high number of complaints from a particular school or department may trigger a University-initiated investigation by Human Resources and Office of Institutional Equity.

5. *Technical aspects of compliance*

Required posters and notices with information on equal employment opportunity and affirmative action policies are placed in all campus buildings. The Human Resources and Office of Institutional Equity checks employee bulletin boards and other relevant areas for required equal employment opportunity and affirmative action posters and notices.

Purdue Fort Wayne retains solicited applications and resumes indefinitely in the SuccessFactors systems. Other records related to personnel actions are maintained in accordance with OFCCP guidelines and/or applicable federal regulations.

6. *Suggestions to enhance parity in recruitment process*

- Search committees may request that a member of the Diversity Council become engaged in the Search and Screen process
- The Director of Compliance informs department heads and search committees of their EO/EA/AA responsibilities at the beginning of the faculty and staff selection

process. Talent Acquisition also approves recruitment plans and advertising language.

- Human Resources and Office of Institutional Equity will monitor layoffs and recalls, should they occur, for adverse impact.
- The individual reasons for termination will continue to be examined by Human Resources and Office of Institutional Equity. Should a pattern of questionable activity occur, additional information will be requested.
- Human Resources and Office of Institutional Equity will monitor staff placed in RIF (Reduction in Force) status, should this action occur for adverse impact.

V. INTERNAL AUDIT AND REPORTING SYSTEMS

A. Applicant Tracking for Faculty Vacancies

When there is a vacant faculty or academic position, the department provides the position description, the procedures to be used in screening applicants, the advertising plan, and other relevant information. The information must be reviewed and approved by the dean of the school, the Vice Chancellor for Academic Affairs, the Director of Compliance before action may be taken by the department, and by the Office of International Education for accuracy and compliance for international recruiting.

Once the vacant position has been fully approved, the department can place the ad and begin screening applicants. For faculty vacancies, the university uses an applicant tracking system called SuccessFactors. This system maintains accurate and up-to-date records on all recruitment activity, tracks each stage in the hiring process for every applicant. Talent Acquisition reviews applicant credentials, and refers those qualified to the hiring department. The department then reviews credentials online, and selects the individuals they wish to interview or pursue further.

The disposition of each applicant is captured by the respective system and provides the basis for analyzing results, including impact ratio analyses by Human Resources and Office of Institutional Equity.

To apply for a job on the Purdue Fort Wayne campus, interested applicants log into the respective system, fill out an online applicant profile which includes their education, experience, and demographic information. Applicants browse the available positions on screen, and select those of interest. Individuals are able to apply from home, the public library, or from any computer connected to the Internet at any time, day or night.

All faculty classifications use these systems. In addition, the SuccessFactors system is utilized to obtain candidate information for limited term lecturer positions.

The dean of the school, the Vice Chancellor for Academic Affairs, and the Director of Compliance must approve requests for interviews and requests for offers before the department can take action.

In addition to requiring full documentation of the hiring process, the procedures allow for by the dean of the school, the Vice Chancellor for Academic Affairs, and the Office of Institutional Equity to review each individual employment search, and where appropriate, intervene to ensure equal opportunity and affirmative action on the part of hiring officials.

When the applicant pool contains qualified women or minority candidates whom the department does not initially indicate will be interviewed, the school may be contacted to request that a second review be conducted of candidate(s) materials, plus a justification for the interview decision.

B. **Human Resources Management System for Staff Vacancies**

For staff vacancies, the university uses an applicant tracking system called SuccessFactors. This system maintains accurate and up-to-date records on all recruitment activity, tracks each stage in the hiring process for every applicant. Talent Acquisition reviews applicant credentials, and refer those qualified to the hiring department. The department then reviews credentials online, and selects the individuals they wish to interview or pursue further.

The disposition of each applicant is captured by the respective system and provides the basis for analyzing results, including impact ratio analyses by Human Resources and Office of Institutional Equity.

To apply for a job on the Purdue Fort Wayne campus, interested applicants log into the system, fill out an online applicant profile which includes their education, experience, and demographic information. Applicants browse the available positions on screen, and select those of interest. Individuals are able to apply from home, the public library, or from any computer connected to the Internet at any time, day or night.

All non-instructional staff classifications use these systems. In addition, the SuccessFactors system is utilized to obtain candidate information for limited term lecturer positions.

VI. DEVELOPMENT AND EXECUTION OF PROGRAMS

A. Selection Process

1. Job Group Analysis

   Human Resources and Office of Institutional Equity has developed a system of classification for jobs called the job interest code. In this system, jobs are grouped on the basis of similar skills, similar pay, and potential for upward mobility. The job interest's codes are, in turn, clustered to form job groups (POCs). The Annual Job Group Analysis lists each employee in the job group, and each person's educational level and discipline along with job title and salary.

2. Job Requirements and Descriptions

   Faculty
   Each academic department is responsible for reviewing faculty job specifications for job-relatedness and non-discrimination. The deans and/or department heads create job descriptions for faculty positions. The Director of Compliance reviews these descriptions whenever there is a position vacancy, or when circumstances dictate.

   Staff
   Human Resources and Office of Institutional Equity reviews all non-faculty position specifications for job-relatedness and non- discrimination on the basis of race, color, religion, national origin, veteran status, disability, age, or sex, except where age or sex is a bona fide occupational qualification. Human Resources and Office of Institutional Equity maintains a job description bank, which lists the requirements for every non-faculty position at the University. The Classification and Compensation Administrator reviews these descriptions whenever there is a position vacancy or when other circumstances dictate. In addition, reviews may be requested by a unit supervisor or by the Director of Compliance.

3. Selection Procedures

   Education, skills, and experience summaries have been established for the ranking and referral of applicants with administrative, technical, or service job interests. The summaries rely on job specification, and a comparison with each applicant's work experience, skills, and knowledge.

   i. *Education of Selection Personnel*

      Deans, department heads, and other unit managers responsible for making hiring decisions are taught equal employment opportunity requirements in workshops offered by the Office of Academic Affairs and Enrollment Management and Human Resources and Office of Institutional Equity.

ii.   *Adherence to Uniform Guidelines on Employee Selection*

Human Resources and Office of Institutional Equity adheres to the Uniform Guidelines on Employee Selection in its screening and referral process. Close communication is maintained between staff handling employment and hiring supervisors.

4.   Referral Procedures

After a position has been posted and/or advertised, the credentials of all applicants are referred to the Search and Screen Committee for the position or its hiring supervisor. Search and Screen Committees have access to The Faculty/Librarian Recruitment Manual. In addition, they communicate with the Director of Compliance and present their recruitment plan for review.

Search and Screen Committees are provided with The Staff Recruitment and Selection Manual. In addition, they communicate with the Director of Compliance, providing their recruitment plan for review.

5.   Evaluation of Selection Process

The University observes requirements of the Uniform Guidelines on Employee Selection Procedures (UGESP). Where underutilization is found, the applicant flow data, selection criteria, and all elements of the selection process are reviewed to ensure that only job-related, non-discriminatory factors are considered in making employment decisions and that minorities and females have been considered. Selected officials will be informed of the need to take corrective action when adverse impact is found in the recruitment or selection process.

B. Recruitment

1. Distribution of Position Announcements

Staff

The daily job opportunities at Purdue Fort Wayne lists current openings posted through Human Resources and Office of Institutional Equity and are accessible at the web site: https://www.pfw.edu/offices/human-resources/careers/. Printed copies of the job openings are mailed to various off campus locations.

Faculty

The Director of Compliance monitors each faculty position announcement for an adequate search or recruitment plan. The office also checks for compliance with equal employment opportunity and affirmative action guidelines and statements. Faculty postings are available for viewing at the following web site: https://www.pfw.edu/offices/oaa/2016-about-academic-affairs/faculty-vacancies.html.

Each advertisement and search plan is also reviewed to see that it includes mechanisms likely to reach potential applicants who would help to meet affirmative action goals.

2. Appropriateness of Outreach

The Human Resources and Office of Institutional Equity reviews recruitment plans for all vacancies. Recruitment plans are judged, in part, on the scope of advertising for the position. All vacancies posted are advertised on the University web page, which is globally accessible. Departments make good-faith efforts in their recruitment processes, actively seeking out minorities and women, particularly in those areas where there are placement goals.

Human Resources and Office of Institutional Equity maintains a list of recruitment sources to assist departments in their recruitment efforts. In addition, Departments are familiar with recruitment sources that are particular to that area of expertise.

Advertisements for clerical and service positions are prepared by the respective school or department and approved by Human Resources and Office of Institutional Equity before being sent to the Purchasing Department. Human Resources and Office of Institutional Equity approves all faculty and administrative/professional advertisements for the inclusion of the statement: "Purdue Fort Wayne is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply." The phrase "An Equal Opportunity/Equal Access University" is used for advertising for special events, programs, and activities.

C. Promotions

Whenever a regular vacancy occurs, including promotion and transfer opportunities, the department head and/or supervisor must make this known to his/her regular staff members by the most effective means. In addition, all non-faculty positions must be posted through Human Resources and Office of Institutional Equity.

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 the University Committee on Promotions, review all annual nominations for tenure and promotion.

The University has no formal seniority system or current union contracts and maintains no formal lines of progression in the Executive, Administrative, and Managerial job group and non- faculty and non-administrative job groups.

D. Welfare

1. Benefits

The University provides employment benefits based on job category. Benefits are available to each faculty member regardless of gender, race, or other protected class status. Information about benefit choices is distributed annually to all employees and to all new hires.

2. Social and Recreational Opportunities

University sponsored social and recreational functions are offered to all employees without regard to race, color, religion, national origin, ancestry, veteran status, disability, age or sex. Institutional facilities are provided for all employees on an equal basis. Where segregation is necessary by sex, for example locker rooms or rest rooms, facilities are substantially equal for males and females.

3. Career Counseling

Human Resources and Office of Institutional Equity will periodically monitor these activities to determine if a significant number of protected class members are enrolling in these programs and to ensure that counseling sessions address informal lines of progress, upward mobility, and transfer opportunities which enhance development for protected class members.

4. Education

Faculty

All educational opportunities for faculty are open to participation by all faculty.

Numerous professional development programs are offered to help faculty improve and conduct research. In addition, academic departments offer professional development seminars and workshops, which are open to all faculty in those units.

Staff

All educational opportunities are open to participation by women and minorities.

Professional development programs are offered to Purdue Fort Wayne employees. Human Resources and Office of Institutional Equity provides training services.

E. Communication of Purpose

The University promotes its values of mutual respect, diversity and collaboration through strategic communication of its Affirmative Action principles via the following:

- Communication of the University's equal employment opportunity/equal access/affirmative action (EO/EA/AA) policy is communicated to all new employees via distribution of Fostering Respect, Creating Community.

- The EO/EA/AA policy is also in the Purdue Fort Wayne Faculty and Staff Handbook.

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

- The Associate Vice Chancellor of Human Resources and Office of Institutional Equity meets with the Chancellor and senior executive staff to emphasize the importance of this policy and to reinforce the policy in meetings with top administrators, deans, department heads, and directors of divisions, offices, and other faculty and staff advisory groups.

- The Director of Compliance informs department heads and search committees of their EO/EA/AA responsibilities at the beginning of the faculty and staff selection process. The Talent Acquisition Consultant also approves recruitment plans and advertising language.

- The Office of Academic Affairs' manual, Faculty/Librarian Recruitment, contains information on equal employment opportunity and affirmative action regulations, policies, and procedures.

- The Human Resources and Office of Institutional Equity manual, Staff Recruitment and Selection, contains information on equal employment opportunity and affirmative action regulations, policies and procedures.

- Marketing Communications ensures that women and minorities are represented in all advertising and promotional materials. Human Resources and Office of Institutional Equity monitors other handbooks, policy manuals, and brochures.

- The University, through its managing agent, publishes articles covering equal employment opportunity and affirmative action programs and the achievements of minority and women faculty, staff, and students in University publications.

Advertisements *and Notices*

Each advertisement for a vacant position is required to state in clear distinguishable type: "Purdue Fort Wayne is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."

Applicants are informed of the policy through posters displayed outside the reception area of Human Resources and Office of Institutional Equity.

The Purchasing Department sends written notification of the policy, including the equal opportunity clause, to all sub-contractors, vendors, and suppliers doing business with the University.

Other Methods

The Associate Vice Chancellor of Human Resources and Office of Institutional Equity communicates with organizations representing minorities, women, individuals with disabilities, Veterans, and community agencies and leaders about the Affirmative Action Plan and University policies regarding Equal Employment Opportunity/Affirmative Action.

Affirmative action information is distributed across campus using links available through the Human Resources and Office of Institutional Equity's web site: http://www.pfw.edu/hr-oie/.

F. Special Initiatives by Organizational Units

The following is a list of some of the special initiatives taken at Purdue Fort Wayne to promote equal opportunity for women and minorities. It is in no way exhaustive but illustrative of some of the efforts at Purdue Fort Wayne.

- Human Resources and Office of Institutional Equity representatives attend inner city job fairs and contact women and minority organizations to promote visibility of Purdue Fort Wayne as an employer of choice.

- Human Resources and Office of Institutional Equity, Academic Affairs, the Office of Institutional Equity and the Disability Access Center partner to provide training to administrators and supervisors, which included issues of nondiscrimination.

- Human Resources and Office of Institutional Equity conducts training on hiring requirements and best practices for conducting a position search.

- Human Resources and Office of Institutional Equity reviews the recruitment process for Faculty/Librarian and Administrative/Professional positions.

- Human Resources and Office of Institutional Equity works in conjunction with the Fort Wayne WorkOne Office to promote job opportunities at Purdue Fort Wayne.

- Human Resources and Office of Institutional Equity maintains contact weekly email of job opportunities to the following agencies to promote Purdue Fort Wayne and increase diversity in applicant pools:

  - WorkOne NE whose contacts include:

    - Fort Wayne Literacy Alliance
    - Fort Wayne Community Schools
    - Veterans Administration of NE Indiana
    - Fort Wayne Rescue Mission
    - Northeast Indiana Military Assistance Network
    - Catholic Charities
    - Fort Wayne Housing Authority
    - Fort Wayne Women's Bureau
    - FSSA – Family and Social Services Administration
    - LSSI – Lutheran Social Services of Indiana
    - Brightpoint
    - SCAN
    - JobCorps
    - Goodwill Industries of NE Indiana
    - Hope House
    - Charis House
    - Community Corrections
    - Child Support Circuit Court
    - Department of Child Services
    - Adams Township Trustee

ORGANIZATIONAL PROFILE

	American Indian or Alaska Native	Asian	Black or African American	Cauca-sian	Hawaiian or Other Pacific Islander	Hispanic / Latino	Multi-racial	N/A	Grand Total
Chancellor			2	5					7
Community Research Institute (CRI)				1					1
Female				1					1
FW Chancellor Admin			2	4					6
Female			1	3					4
Male			1	1					2
Academic Affairs	1	4	3	61		5	3	2	79
Academic Affairs Admin		1		7			1		9
Female		1		4			1		6
Male				3					3
Assessment Admin			2	15		3	2		22
Female			2	12		2	2		18
Male				3		1			4
CELT		1	1	2					4
Female		1	1	2					4
Central Advising				6		1		1	8
Female				5		1			6
Male				1				1	2
Engagement Admin				1					1
Male				1					1
Honor's Programs				1					1
Female				1					1
Institutional Research Admin				4					4
Female				1					1
Male				3					3
Integrated Studies				4				1	5
Female				4				1	5
Ofc of Grad Studies Admin	1			1					2
Female	1			1					2
Ofc of Sp Programs Admin		1		1					2
Female		1		1					2
Registrar Admin		1		10					11
Female				9					9
Male		1		1					2
SIS Support Svcs				5		1			6
Female				4		1			5
Male				1					1
Summit Scholars Program				1					1
Female				1					1
Testing Services				2					2
Female				2					2
Tutoring Center				1					1
Female				1					1
Diversity Equity & Inclusion		4	7	13		1		1	26

Diversity & Multicultural Affairs				**3**				**3**
Female				3				3
Office of Diversity, Equity & Inclusion				**1**				**1**
Female				1				1
TRIO Programs		**4**	**4**	**12**		**1**		**1**	**22**
Female		4	3	11		1		1	20
Male			1	1					2
VC Communications & Marketing				**22**				**22**
Communications and Marketing				**22**				**22**
Female				7				7
Male				15				15
Col of Visual & Performing Art		**1**	**1**	**103**	**7**	**3**	**6**	**121**
Art & Design		**1**		**21**	**6**	**2**		**30**
Female		1		9	2	1		13
Male				12	4	1		17
School of Music				**58**	**1**	**1**	**6**	**66**
Female				21		1	1	23
Male				37	1		5	43
Theatre			**1**	**12**				**13**
Female				7				7
Male			1	5				6
Visual & Perf. Arts				**12**				**12**
Female				6				6
Male				6				6
Col. of Eng, Tech & Comp Sci.	**5**	**30**	**2**	**67**	**6**	**9**	**4**	**123**
Civil & Mech Engr		**7**	**1**	**10**		**2**		**20**
Female				2				2
Male		7	1	8		2		18
Elect & Compu Engr	**3**	**4**		**6**	**2**	**2**		**17**
Female	1	2		1	1			5
Male	2	2		5	1	2		12
ETCS Admin				**3**	**1**			**4**
Female				2	1			3
Male				1				1
FW Computer Science		**12**		**12**	**2**	**4**		**30**
Female		4		3				7
Male		8		9	2	4		23
Org Leadership		**1**		**7**			**1**	**9**
Female				4				4
Male		1		3			1	5
Outreach Prgrm				**1**				**1**
Female				1				1
School of Polytechnic		**6**	**1**	**25**	**1**		**3**	**36**
Female		1		4	1			6
Male		5	1	21			3	30
Systems Engineering	**2**			**3**		**1**		**6**
Male	2			3		1		6
College Of Liberal Arts	**1**	**10**	**7**	**106**	**9**	**7**	**5**	**145**
Anthropology and Sociology		**1**		**12**	**1**			**14**

	C1	C2	C3	C4	C5	C6	C7	C8	Total
Female		1		6					7
Male				6		1			7
Communication (FW)		**1**	**1**	**20**		**1**	**6**	**1**	**30**
Female		1	1	11		1	5	1	20
Male				9			1		10
Criminal Justice & Public Administration		**1**	**1**	**2**		**1**			**5**
Female		1		1					2
Male			1	1		1			3
English & Linguistics	**1**	**4**	**2**	**38**		**1**	**1**	**1**	**48**
Female		4	1	23		1	1		30
Male	1		1	15				1	18
History		**1**	**1**	**13**				**2**	**17**
Female				6					6
Male		1	1	7				2	11
Intl Language & Culture		**2**		**8**		**5**			**15**
Female		2		4		5			11
Male				4					4
Liberal Arts Admin			**1**	**3**					**4**
Female			1	3					4
Political Science			**1**	**10**				**1**	**12**
Female				5					5
Male			1	5				1	7
School of Education	**1**	**3**	**1**	**50**		**2**	**2**	**1**	**60**
Counseling & Graduate Education		**2**		**12**			**1**		**15**
Female		2		6			1		9
Male				6					6
Human Services				**6**		**1**	**1**		**8**
Female				5		1	1		7
Male				1					1
School of Education Admin			**1**	**2**		**1**			**4**
Female			1	1		1			3
Male				1					1
SOE Teacher Education	**1**	**1**		**30**				**1**	**33**
Female				24				1	25
Male	1	1		6					8
College of Science	**7**	**19**	**6**	**124**		**4**	**11**	**1**	**172**
Animal Research Clinic				**1**					**1**
Female				1					1
Biological Sciences	**3**	**9**	**2**	**31**		**2**	**6**		**53**
Female	2	5	2	20		1	5		35
Male	1	4		11		1	1		18
Chemistry and Biochemistry		**2**		**10**					**12**
Female				2					2
Male		2		8					10
College of Science Admin				**3**					**3**
Female				1					1
Male				2					2
Comm Sci & Disorders		**1**		**10**					**11**
Female				8					8
Male		1		2					3
Mathematics	**4**	**6**	**3**	**39**			**1**	**5**	**58**
Female	1	2	2	12			1	3	21

	1	2	3	4	5	6	7	8	Total
Male	3	4	1	27			2		37
Physics		**1**	**1**	**12**				**1**	**15**
Female				5					5
Male		1	1	7				1	10
Psychology				**18**		**1**			**19**
Female				9		1			10
Male				9					9
Richard T. Doermer Sch. of Bus	**1**	**13**		**33**		**1**	**3**		**51**
Accounting		**1**		**7**					**8**
Female		1		1					2
Male				6					6
Doermer School of Bus Admin				**4**			**1**		**5**
Female				3			1		4
Male				1					1
DSBMS Grad Bus. Ofc				**1**					**1**
Female				1					1
Economics & Finance	**1**	**3**		**7**			**1**		**12**
Female		1		2			1		4
Male	1	2		5					8
Hosp & Tour Mgmt		**2**		**5**					**7**
Female		1		4					5
Male		1		1					2
Management & Marketing		**7**		**9**		**1**	**1**		**18**
Female		4		4		1			9
Male		3		5			1		9
Division of Continuing Studies	**1**	**11**	**5**	**76**			**5**	**2**	**100**
Continuing Studies		**1**		**9**			**3**	**1**	**14**
Female		1		6			2	1	10
Male				3			1		4
DCS Credit Ops	**1**	**3**	**3**	**55**			**2**	**1**	**65**
Female		1	3	31			1		36
Male	1	2		24			1	1	29
DCS Marketing		**1**	**1**	**1**					**3**
Female		1		1					2
Male			1						1
DCS Non-Credit Ops		**6**	**1**	**3**					**10**
Female		6	1	2					9
Male				1					1
Small Business Development Ctr (SBDC)				**8**					**8**
Female				7					7
Male				1					1
Library		**1**		**18**		**1**			**20**
Library Admin		**1**		**18**		**1**			**20**
Female				15					15
Male		1		3		1			5
Development			**1**	**11**				**1**	**13**
Alumni Engagement			**1**	**1**					**2**
Female			1	1					2
Development				**9**					**9**
Female				9					9
VC for Development				**1**				**1**	**2**

	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Total
Female								1	1
Male				1					1
VC Enroll Mgmt and Student Experience	**2**	**5**	**61**		**2**	**3**	**3**	**76**
Admissions Admin	**1**	**2**	**11**		**1**			**15**
Female	1		6		1			8
Male		2	5					7
Career Development Center	**1**	**1**	**5**					**7**
Female	1	1	4					6
Male			1					1
Enrollment Mgmt & Student Experience			**10**					**10**
Female			6					6
Male			4					4
Financial Aid		**1**	**10**			**1**		**12**
Female		1	8			1		10
Male			2					2
International Education Admin			**3**					**3**
Female			3					3
Office of Conduct & Care			**6**			**1**		**7**
Female			4			1		5
Male			2					2
Student Govt Office			**1**					**1**
Male			1					1
Student Life		**1**	**15**		**1**	**1**	**3**	**21**
Female			5		1		1	7
Male		1	10			1	2	14
Student Housing	**2**	**3**	**16**		**5**	**6**	**1**	**33**
Student Housing	**2**	**3**	**16**		**5**	**6**	**1**	**33**
Female	1	2	8		4	3		18
Male	1	1	8		1	3	1	15
Financial and Admin. Affairs	**6**	**5**	**87**		**2**	**2**	**1**	**103**
Accounting and Budget	**1**		**5**					**6**
Female			3					3
Male	1		2					3
Administrative Business Srvcs Admin			**17**					**17**
Female			12					12
Male			5					5
Bursar & Stu Finance Admin	**1**		**5**			**1**		**7**
Female	1		4			1		6
Male			1					1
HR & Inst Equity Admin	**1**	**4**	**9**					**14**
Female	1	3	8					12
Male		1	1					2
Info Tech		**1**	**28**			**1**	**1**	**31**
Female			3					3
Male		1	25			1	1	28
Purchasing			**3**		**1**			**4**
Female			3		1			4
Telephone Operations			**5**					**5**
Female			3					3

Male			2					2
University Police Admin	**2**		**12**		**1**			**15**
Female			2		1			3
Male	2		10					12
VC Fin & Admin Affairs Admin	**1**		**3**					**4**
Female			3					3
Male	1							1
Facilities Management Admin	**2**	**4**	**83**		**3**	**2**	**3**	**97**
Campus Credentials & Transportation - CC			**2**					**2**
Female			1					1
Male			1					1
Facilities Management Admin			**4**					**4**
Female			1					1
Male			3					3
FW Building Srvcs		**3**	**27**		**3**	**1**	**1**	**35**
Female		1	8		1	1		11
Male		2	19		2		1	24
FW Grounds	**1**		**12**					**13**
Female	1		1					2
Male			11					11
General Stores Oper			**2**					**2**
Male			2					2
Operations & Maint	**1**	**1**	**16**			**1**	**2**	**21**
Female			2					2
Male	1	1	14			1	2	19
Printing Services			**1**					**1**
Female			1					1
Project Mgmt			**2**					**2**
Female			1					1
Male			1					1
Rad & Environ Mgmt			**3**					**3**
Female			2					2
Male			1					1
Shipping & Receiving			**4**					**4**
Male			4					4
Special Events			**10**					**10**
Female			8					8
Male			2					2
Athletics		**11**	**92**	**1**	**6**	**2**	**1**	**113**
Athletic Admin		**1**	**23**					**24**
Female		1	8					9
Male			15					15
Athletic Training			**4**		**2**			**6**
Female			3		1			4
Male			1		1			2
Baseball			**3**					**3**
Male			3					3
Compliance			**2**					**2**
Female			1					1
Male			1					1
Marketing Promotions		**1**	**1**					**2**

Male			1	1					2
Mastodon Acad Perf				**4**					**4**
Female				2					2
Male				2					2
Media Services			**1**	**33**	**1**	**1**	**1**	**1**	**38**
Female				9					9
Male			1	24	1	1	1	1	29
Men's Basketball			**1**	**5**					**6**
Male			1	5					6
Men's Golf				**1**					**1**
Male				1					1
Men's Soccer				**3**					**3**
Male				3					3
Men's Volleyball			**1**	**1**		**1**			**3**
Male			1	1		1			3
Pep Band			**1**						**1**
Male			1						1
Softball				**2**		**1**			**3**
Female				2		1			3
Women's Basketball			**2**	**3**			**1**		**6**
Female			1	2			1		4
Male			1	1					2
Women's Golf				**1**					**1**
Male				1					1
Women's Indoor Track			**3**	**3**					**6**
Female			1	1					2
Male			2	2					4
Women's Soccer				**1**		**1**			**2**
Female						1			1
Male				1					1
Women's Volleyball				**2**					**2**
Female				1					1
Male				1					1
Grand Total	**17**	**108**	**63**	**1028**	**1**	**54**	**58**	**32**	**1361**

GENDER DISTRIBUTION BY JOB GROUP

Ladder Rank Faculty	Female	Male	Grand Total	% Female
FW Fac-Business & Management Sciences	11	12	23	47.82%
FW Fac-Education	10	9	19	52.63%
FW Fac-Engineering & Technology	9	33	42	21.42%
FW Fac-Visual & Performing Arts	8	19	27	29.63%
FW Fac-Health Sciences	5	1	6	83.33%
FW Fac-Humanities	34	27	61	55.73%
FW Fac-Library	3	2	5	60.00%
FW Fac-Public & Environmental Affairs	1	2	3	33.33%
FW Fac-Sciences	9	36	45	20.00%
Total	**90**	**141**	**231**	**38.96%**

Non-Ladder Rank Faculty Instr.	Female	Male	Grand Total	% Female
FW Fac-Business & Management Sciences	1	8	9	11.11%
FW Fac-Community Outreach	46	31	77	59.74%
FW Fac-Education	20	3	23	86.95%
FW Fac-Engineering & Technology	2	34	36	5.55
FW Fac-Fine & Performing Arts	26	44	70	37.14%
FW Fac-Health Sciences	3	2	5	60.00%
FW Fac-Humanities	30	30	60	50.00%
FW Fac-Public & Environmental Affairs				0.00%
FW Fac-Sciences	17	15	32	53.12%
Total	**145**	**167**	**312**	**46.47%**

Job Group	Female	Male	Grand Total	% Female
Executive, Admin & Managerial	42	51	93	45.16%
Professional	138	79	217	63.59%
Secretarial and Clerical	166	83	249	66.66%
Service and Maintenance	17	50	67	25.37%
Skilled Crafts		14	14	0.00%
Student Assistants	58	47	105	55.23%
Technical and Paraprofessional	25	48	73	34.24%
Total	**446**	**372**	**818**	**54.52%**

Total All Employees	Total Female	% Female
1361	681	**50.03%**

MINORITY DISTRIBUTION BY JOB GROUP

Ladder Rank	Minority	Non-Minority	N/A	Grand Total	% Minority
FW Fac-Business & Management Sciences	13	10		23	56.52%
FW Fac-Education	4	15		19	21.05%
FW Fac-Engineering & Technology	22	17	3	42	52.38%
FW Fac-Fine & Performing Arts	5	21	1	27	18.51%
FW Fac-Health Sciences	3	3		6	50.00%
FW Fac-Humanities	13	48		61	21.31%
FW Fac-Library	1	4		5	20.00%
FW Fac-Public & Environmental Affairs	2	1		3	66.66%
FW Fac-Sciences	12	33		45	26.66%
Total	**75**	**152**	**4**	**231**	**32.46%**

Non-Ladder Rank	Minority	Non-Minority	N/A	Grand Total	% Minority
FW Fac-Business & Management Sciences	1	8		9	11.11%
FW Fac-Community Outreach	16	59	2	77	20.77%
FW Fac-Education		22	1	23	0.00%
FW Fac-Engineering & Technology	5	30	1	36	13.88%
FW Fac-Fine & Performing Arts	2	63	5	70	2.85%
FW Fac-Health Sciences		5		5	0.00%
FW Fac-Humanities	7	48	5	60	11.66%
FW Fac-Public & Environmental Affairs					0.00%
FW Fac-Sciences	3	28	1	32	9.37%
Total	**34**	**263**	**15**	**312**	**10.89%**

Job Group	Minority	Non-Minority	N/A	Grand Total	% Minority
Fort Wayne - Executive, Admin & Managerial	17	76		93	18.27%
Professional	46	169	2	217	21.19%
Secretarial and Clerical	43	199	7	249	17.26%
Service and Maintenance	13	53	1	67	19.40%
Skilled Crafts	1	12	1	14	7.14%
Student Assistants	63	41	1	105	60.00%
Technical and Paraprofessional	9	63	1	73	12.32%
Total	**192**	**613**	**13**	**818**	**23.47%**

Total All Employees	Total Minority	% Minority
1361	301	**22.11%**

PLACEMENT GOALS TO ACHIEVE PARITY		
Ladder Rank Faculty	Female Underutilization	Minority Underutilization
Business & Management Sciences	-	-
Education	3	-
Engineering & Technology	-	-
Fine & Performing Arts	7	-
Health Sciences	-	-
Humanities	-	-
Library	1	-
Public & Environmental Affairs	-	-
Sciences	8	-

Non-Ladder Rank Faculty		
Business & Management Science	3	1
Community Outreach	-	-
Education	-	5
Engineering & Technology	7	5
Fine & Performing Arts	11	7
Health Sciences	1	1
Humanities	-	3
Library	-	1
Public & Environmental Affairs	1	1
Sciences	-	3

Executive, Administrative, and Managerial	9	2
Professional	-	-
Secretarial and Clerical	-	-
Service and Maintenance	-	-
Skilled Crafts	2	-
Technical Paraprofessional	-	-

WEB LINKS

- Purdue University's Nondiscrimination Policy Statement is available on the web at http://www.purdue.edu/policies/ethics/iiic2.html.

- Definitions of the macro-groupings (EEO-6 categories) as defined in *Higher Education Staff Information Report for Public/Private Institutions of Higher Education* are available on the web at http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=94422.

- A synopsis of the job groups within EEO-6 categories is available on the web at https://www.purdue.edu/ethics/Affirmative_Action/POCCodesbyEEO.pdf.

- The University Grievance Procedures for Academic Personnel is available on the web at http://www.purdue.edu/policies/academic-research-affairs/ib1.html.

- The Alternative Dispute Resolution policy for Administrative/Professional and Clerical/Service Staff Members (VI.D.1) is available on the web at http://www.purdue.edu/policies/human-resources/vid1.html.

- The Equal Access and Affirmative Action policy is available on the web at http://www.purdue.edu/policies/ethics/iiic2.html.

- The "Procedures for Resolving Complaints of Discrimination and Harassment" is available on the web at http://www.purdue.edu/ethics/resources/resolving-complaints.php.

- Staff job opportunities are posted on the on the web at https://www.pfw.edu/offices/hr-oie/talent-acquisition/careers/.

- Faculty job opportunities are posted on the web at http://www.pfw.edu/offices/oaa/2016-about-academic-affairs/employment.html