

AFFIRMATIVE ACTION PLAN
FOR MINORITIES AND WOMEN

NIAGARA UNIVERSITY

2009

LETTER FROM THE PRESIDENT

Niagara University is dedicated to take affirmative action in order to promote equal employment opportunities and to insure nondiscrimination in all educational programs and activities.

In all matters related to employees and students and consistent with our Catholic mission, Niagara University will not discriminate on the basis of race, gender, age, national origin, religious preference, sexual orientation, status as a veteran or disability. Further, the university will take affirmative steps to recruit members of minority groups and women, and in accordance with federal law.

The director of human resources of Niagara University is responsible for administering all activities in relation to equal opportunity and affirmative action for the institution. Individuals who suspect improper actions by any member of the Niagara University community will report these actions to the director of human resources or a member of the affirmative action committee.

Father Joseph Levesque, CM
President

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I. REAFFIRMATION OF AFFIRMATIVE ACTION POLICY

Consistent with our Catholic mission, it is the policy of Niagara University that there shall be no discrimination against any individual in educational or employment opportunities because of gender, sexual orientation, race, color, creed, national origin, age, marital status, Vietnam Era or disabled veteran status, disability or other category protected by law. Furthermore, the University maintains an affirmative action program in order to promote equal employment opportunities and to ensure non-discrimination in all educational programs and activities. All programs to implement this policy are reviewed on an annual basis. The University's most recent letter on this commitment is attached as Exhibit I. For purposes of this Affirmative Action policy, the term "employment opportunities" applies to all regular full and part-time positions. Temporary student

positions (i.e., those temporary positions awarded to students because of their status as students on a school year basis or less) are not considered “employment opportunities” for purposes of this policy.

Niagara University accepts the important distinction between affirmative action and equal opportunity. Equal opportunity assumes that the concept of merit, which is based solely upon a person’s ability to perform, will govern all personnel and educational decisions.

Niagara University is committed to attain equal opportunity via affirmative action which requires specific efforts to recruit, admit, employ, and promote members of groups previously excluded such as women, African-Americans, Hispanics, Asians and Pacific Islanders, Native Americans, disabled individuals, and status as a disabled veteran or veteran of the Vietnam-era.

The responsibility of overseeing the University’s compliance with affirmative action requirements has been delegated by the President of the University to the Director of Human Resources who will act as the Affirmative Action Officer. Every member of the University community, however, is charged with the responsibility for its realization.

II. DISSEMINATION OF THE POLICY

A. Internal Dissemination

- (1) A summary copy of the Affirmative Action Plan is available for review by applicants or employees at the Office of Human Resources, and the University Library Reference Desk.
- (2) The University posts in conspicuous places, available to employees and applicants for employment, notices which state the University’s policy to take affirmative action to employ and advance in employment qualified minorities and women.
- (3) The University’s affirmative action policy is disseminated to all departments within the University.
- (4) The policy is published in the Policy and Procedure Manual, Employee Guide, the Student Handbook, the graduate and undergraduate catalogs and other University publications.
- (5) The President, Executive Vice President/Vice President for Academic Affairs and Vice Presidents shall include affirmative action considerations in all plans and activities which might impact upon achievement of equal opportunity. They also regularly reinforce the policy statement in their staff meetings, professional development and in their program development activities.

- (6) The University recognizes the importance of communicating this policy to all persons it might affect. Therefore, all hiring departments regularly review their dissemination procedures and recruiting resources to assure that all persons in the appropriate labor market will be informed of employment opportunities at the University.

B. External Dissemination

- (1) Many of the methods used to internally disseminate the Affirmative Action policies and programs are also employed for external dissemination.
- (2) Incorporate the Affirmative Action and Equal Employment Opportunity Policy in all purchase orders, leases and contracts covered by Executive Order 11246.
- (3) Send written notification of the University's policy to all "covered" subcontractors, vendors, and suppliers requesting appropriate action on their part.
- (4) Notify each labor union or representative of workers with which it has a collective bargaining agreement or other contract understanding, that the contractor is bound by the terms of this clause and is committed to take affirmative action.
- (5) All Deans, Department Chairs, Department Heads, and hiring Managers who advertise in professional journals and at conferences inform recruiting sources and applicants of the University's commitment to Equal Opportunity and Affirmative Action, and thus advertise accordingly.
- (6) All recruiting sources, such as employment and social service agencies, are informed that Niagara University is an Equal Opportunity/Affirmative Action employer. Additionally, all companies and governmental agencies utilizing the Placement Center are made aware of the University's Affirmative Action Policy. Minority as well as non-minority employees and students are pictured in advertisements and recruitment brochures.

III. RESPONSIBILITY FOR IMPLEMENTATION

- A. The ultimate responsibility for maintaining an affirmative action program and for making all related decisions rests with the President and the trustees of the University. The Director of Human Resources has been named affirmative action officer who is assisted by an affirmative action committee. The affirmative action committee assists in the implementation of the affirmative action plan.

- B. The Office of Human Resources with assistance from the affirmative action committee coordinates and monitors the implementation of the affirmative action plan and assists all departments within the University in the identification of problem areas and the development of solutions to overcome these problems in order to achieve the objectives of this plan. The Human Resources office serves as a liaison between the University and enforcement agencies.
- C. The dean/department head and ultimately the vice president as functional officer shall have the major responsibility for assuring compliance with affirmative action procedures in the employment of all faculty and staff at the University. The Director of Human Resources with assistance from the affirmative action committee shall have the responsibility to formulate, audit and report on affirmative action policies relating to faculty and staff.
- D. Individuals in charge of each hiring department shall be responsible for having the necessary information to carry out affirmative action procedures in all employment processes and for communicating with all employees in the department of policies of the University with respect to equal opportunity and affirmative action. The commitment made by Niagara University to uphold this Affirmative Action Plan imposes a responsibility upon each individual employed by the University to abide by the policies and procedures related to equal opportunity and affirmative action.

IV. DEVELOPMENT AND EXECUTION OF POLICIES, PRACTICES, PROCEDURES AND PROGRAMS

A. Recruitment of Employees

The Affirmative Action Policy of the University is incorporated in the administrative policies and procedures of the University. All personnel involved in recruitment, selection, promotion, discipline, training and related processes are and will continue to be trained in accordance with the University's affirmative action objectives, equal employment opportunity laws and regulations, and any policies related to personnel practices.

The University will continue to develop programs to facilitate the attainment of the goals it has established to increase the utilization of minorities and women in various job and salary groups. The following programs, policies, and practices are currently being utilized:

- (1) All hiring departments at Niagara University must follow a process of recruitment utilizing affirmative action procedures. All departments make specific efforts to recruit, employ and promote qualified minorities and women.

- (2) In all departments which have few or no members of affirmative action groups, employment conditions shall be examined to determine if the situation results from recruitment methods. If existing policies do not result in progress toward employment for minorities and women, they shall be modified to improve efforts to locate and encourage the candidacy of qualified members of these groups.
- (3) As a religiously affiliated educational institution and in support of its mission, Niagara University grants preference in its employment practices to qualified members of the Congregation of the Mission and of the Daughters of Charity to the extent allowed by law.
- (4) The University continues to enlist the assistance and support of recruiting sources that will improve our pool of candidates such as the community minority organizations.

B. Hiring Decisions

- (1) In the hiring process, decisions about applicants are made on the basis of job-related criteria such as ability, experience and qualifications.
- (2) All searching, screening and hiring activities are conducted pursuant to procedures approved by the Office of Human Resources. These procedures ensure that recruitment, selection and employment decisions are fair, well documented, and devoid of any criteria unrelated to the job.
- (3) Human Resources staff members periodically review University documents, *i.e.*, employment applications and other pre-employment forms to ensure that all inquiries are job related.
- (4) Employment interviewers are trained on proper techniques, inquiries, documentation and the University's Affirmative Action objectives.
- (5) The policy and procedures (P-1A, P-2, P-3 in the Policy and Procedure Manual) for hiring faculty and non-faculty personnel are available to assist hiring department heads to assure the proper recruitment process has been followed. Each department head has copies of these policies. Informational resources and ongoing training supplement the policies and procedures.

C. Retention of Employees

- (1) Niagara University shall continue to develop effective means to retain qualified minorities and women. These efforts include fair and impartial treatment in all professional matters. Periodic review of equitable compensation, promotion, and transfer practices will continue under the

direction of the Director of Human Resources. If needed, goals and timetables will be put into place to correct inequities.

- (2) In addition to implementing specific programs to accomplish affirmative action goals, it is the responsibility of all segments of the University to enhance human relations among the diverse groups who work and study at this institution. Niagara University is committed to programs and policies which will encourage inter-cultural awareness and understanding. To this end, it is expected that an awareness of the unique contributions and experiences of different groups of employee and students of Niagara University will lead to greater responsiveness of the institution to the particular needs of individuals and groups in order for them to achieve an equal opportunity for professional and personal reward and satisfaction.

D. Complaint Procedures

Any student or employee who believes that they have been discriminated against on the basis of gender, sexual orientation, race, color, creed, national origin, age, marital status, Vietnam Era or disabled veteran status, disability or other category protected by law should contact a member of the affirmative action committee. The committee will investigate the complaint and assist the student or employee in resolving his/her complaints through appropriate channels. The full policy and procedure is found in the Niagara University Policy and Procedure Manual P-19. A copy of this policy is attached. Contact the Office of Human Resources (286-8690) for the names of members of the affirmative action committee.

E. Internal Audit and Reporting Systems

- (1) Systematic monitoring of the filling of positions is accomplished by each department head and vice president monitoring the hiring process and ensuring the affirmative action guidelines are followed. Individual department heads are evaluated in the performance appraisal process for their compliance with affirmative action policies. The Director of Human Resources also monitors the hiring practices.
- (2) Annual reports prepared by the Affirmative Action Committee explaining the effectiveness of the program with recommendations to improve unsatisfactory performance will be submitted to the President and Board of Trustees.

V. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

A. Recruitment and Advertising

- (1) All position advertisements contain the statement “Niagara University is an Affirmative Action/ Equal Opportunity Employer.” No advertisements for University positions express a gender preference, limitation, specification, or discrimination based on gender.

B. Job Policies and Practices

- (1) The Niagara University Employee Guide and collective bargaining agreements state that there be no discrimination because of gender in employment opportunities.
 - (2) University policy shall require equal opportunity for both genders for any job that the individual is qualified to perform. Affirmative action efforts shall be developed to rectify situations of imbalance that have occurred or have been perpetuated by historical patterns resulting in exclusion or underrepresentation of women.
- C. No distinction based upon gender is made in employment opportunities, wages, hours, or conditions of employment. Employee benefits shall be administered and available equally without regard to gender. Salary equity reviews for women in administrative and faculty positions are conducted on an ongoing basis to assure compliance with this policy. If needed, goals and timetables will be put into place to correct inequities.
- D. No distinction shall be made between married and unmarried persons of either gender in employment opportunities. Termination policies shall be administered without regard to gender. The presence or age of children shall not be a factor in employment opportunities at Niagara University.
- E. The University shall not use any legislation or other vehicle as a basis of denying employment or for establishing gender as a bona fide occupational qualification for the job.
- F. University leave policy shall govern conditions applicable to a childbearing leave and to the employee’s return to employment.
- G. Retirement policies shall be administered without regard to gender.
- H. Niagara University will continue to monitor its sexual harassment policy and grievance procedures for handling complaints to ensure that concerns of faculty, students and staff are being addressed. The full policy on Sexual Harassment is found in the Niagara University Policy and Procedure Manual P-19. A copy of this policy is attached.

VI. PARTICIPATION IN COMMUNITY ACTION PROGRAMS

Employees involved in recruiting, screening and hiring are encouraged to take the following community oriented actions to enhance employment opportunities of minorities and women:

- A. Serve on community relation's board, employment advisory boards/councils, and similar auxiliaries.
- B. Support vocational guidance institutes, vestibule training programs and similar activities.
- C. Assist secondary schools and colleges, upon request and as feasible, in programs designed to enable minority and female graduates to compete on a more competitive and equitable basis.
- D. Support organizations concerned with the employment of minorities and women.
- E. Support child care, equal housing, and public transportation programs that could improve employment opportunities for minorities and women.

VII. GUIDELINES ON RELIGION AND NATIONAL ORIGIN

A. Purpose and Scope

The University does not discriminate against employees or applicants on the basis of religion or national origin.

B. Equal Employment Opportunity

- (1) The University does not discriminate in human resources decisions on the basis of religion or national origin. Such decisions include, but are not limited to the following: employment, promotion, demotion, transfer, recruitment, advertising, separation, compensation, and selection for training.
- (2) The University has reviewed its employment practices and determined that none of its human resources policies discriminate against any employees or applicants on the basis of religious or ethnic background. This policy of nondiscrimination is distributed throughout the University community both in writing and verbally. At this time, the University has not identified any problem areas in the nature of national origin or religious discrimination.

C. Accommodations to Religious Observance and Practice

The University will accommodate the religious observances and practices of employees or prospective employees unless it is unable to make such an accommodation without undue hardship on the conduct of Niagara's operation.

In determining the extent of Niagara's obligations under this section, at least the following factors shall be considered:

- Business necessity.
- Financial costs and expenses.
- Resulting human resources problems.

VIII. CONSIDERATION OF MINORITIES AND FEMALES NOT IN THE WORKFORCE

There are several means by which the University will consider minorities and females not currently in the workforce who have requisite skills and may possibly be recruited through Affirmative Action measures:

- A. Minorities and females within our present workforce are advised of vacancies when they occur and are requested to refer minorities and/or females whom they know might be interested in employment.
- B. Organizations promoting the interests of minority group members and women are contacted when seeking applicants not currently in the workforce.
- C. Everywomen Opportunity Center, Tuscarora Nations, Saint Gobain Career Center, Tonawanda Indian House, Workforce Development/Native American Community Service, Seneca Nation, Tuscarora Indian School, Community Health Workers Program, Niagara Improvement Association Employee Committee, Niagara Community Action Program, Inc., Health Association of Niagara County, Inc., Opportunities Unlimited of Niagara, The Links, Inc.

IX. IDENTIFICATION OF PROBLEM AREAS AND ESTABLISHMENT OF GOALS

A. Identification of Problem Areas

A Utilization Analysis was conducted at the completion of the Availability and Job Group Analyses to compare the actual employment of minorities and women with their availability in the relevant labor market. Underutilization exists in any job group where the number of minorities and females actually employed is less than would be reasonably expected by their availability. As a result of this

analysis, the following areas of underutilization of females and minorities were found.

1. Women are underutilized in the following job groups:

Criminal Justice	Librarians & Curators
Commerce	Writers, Artists & Entertain
History	Personal Services Occupations
Philosophy	Hospitality and Tourism
Accounting	Political Science
Sociology	Biology

2. Minorities are underutilized in the following job groups:

Administrative, Directive	Programmer Coordinators
Biology	Personal Services Occupation
English	Theatre
Learning Center	Construction Trades
Writing 100	Rcds Proc. Clerks, Ex. Fin
Religious Studies	
Counselors	
Philosophy	
Athletic Professionals	
Communication	
Mathematics	

Where appropriate, goals have been set for the job and salary groups identified above.

B. Goals

The University recognizes that all goals set forth in this section are objectives to be pursued by a sincere good faith effort to attract qualified female and minority applicants. Goals are projected and reviewed on an annual basis. The numerical objectives will be modified to ensure they provide the University every opportunity to achieve these goals within a realistic time frame. The ultimate objective, however, is to improve the employee profile in each job or salary group to the point where it reflects expected utilization of minorities and women.

In an effort to set realistic and reasonably attainable hiring goals for minorities and women, the University administrators, with the assistance of the Director of Human Resources, determine annual and ultimate goals based upon projected opportunities. Good faith efforts to expand the pool of qualified women and

minority applicants will be used by the University as a means of achieving any numerical goals established for minorities and women. The goals necessary to achieve full utilization are set forth in the University Totals reports.

A summary of goals required to reach full utilization by percentage of work force and number to reach that percentage are provided on these reports. While these goals are the ultimate goals, they are obviously not achievable in a single year.

Anyone interested in reviewing these reports can do so by contacting the Human Resources Office.

X. WORKFORCE ANALYSIS

- A. A series of charts are available showing all University employees by employment type within each department from highest to lowest salary with indication of the race and gender of each employee. These charts compiled by the Human Resources office contain the name, race, gender, job title, and employment class of all University employees within each hiring unit. The categories are 1) executive, administrative, managerial 2) faculty 3) professional/paraprofessional and technical non-faculty 4) secretarial/clerical 5) skilled crafts/service maintenance. The Summary EEO 6 reports that were submitted biennially to the EEOC were replaced by IPEDS reports submitted annually to the Department of Education.

The full workforce analysis is available in the Human Resources Office.

XI. UTILIZATION ANALYSIS

An analysis of all job groups at the University has been conducted. A finding of underutilization was made where the availability of women or minorities exceeds the utilization by an amount, which is statistically significant at the two standard deviation levels. The full report is available in the Human Resources Office.

- A. The University will conduct the availability analysis and utilization review for affirmative action protected groups to determine if minorities and women are underutilized in the work force. Underutilization is defined as having fewer minorities and women in a particular job classification than would reasonably be expected by their availability. After deciding whether the work force in particular job titles and categories is drawn from a local, regional or national labor market, three major areas of availability figures are used:

- (1) Administrative/executive/managerial staff
- (2) Faculty
- (3) Professional
- (4) Clerical/Secretarial
- (5) Paraprofessional/Technical
- (6) Skilled Crafts

(7) Service/Maintenance

- B. Based on the employment, availability, and utilization reviews, the affirmative action committee shall continue to solicit and develop hiring goals and timetables for the University and each hiring department for the purpose of addressing underrepresentation of qualified minorities and females.
- C. These goals shall be reviewed by each hiring department and the vice president of their sector. Revision of goals may be issued as the result of increased job opportunities, special recruitment efforts that affect the composition of the applicant pool, and the availability data and status of qualified minorities and females eligible for transfer and promotion.

XII. REVIEW OF PRIOR GOALS

This year, the targets for minorities and women remain unchanged in the Administrative Executive, Administrative Directive, Administrative Managerial and Administrative Academic Deans categories. Attention needs to be paid in the overall Executive/Administrative/Managerial category. Although the number of minorities in this category has not changed from last year, NU's utilization of minorities at 5.9% is well below the availability of 10.7%.

Again this year the majority of Faculty departments saw no real changes to their targets. Many of the changes in target numbers (ie. Biology, Commerce, English, Mathematics, Sociology, and Religious Studies) were due to a change in availability (whether an increase or decrease). Also keep in mind that the total number of employees in the departments include adjunct faculty. These types of changes are strictly due to the fluctuation in numbers, not necessarily because targets are being met. Two departments did experience noteworthy decreases in their targets English (from 2 to 1 minority target) and Commerce (from 5 to 3 women target) due to the hiring of either adjunct minorities as in the case of the department of English or a full time tenure-track woman as in the case of the department of Commerce. Departments that saw an increase in the target numbers due to the loss of women or minorities was Philosophy, (from 2 to 3 women targets), Sociology, (from 0 to 1 women targets), Travel and Hospitality, (from 3 to 6 women targets), Criminal Justice, (from 2 to 3 women targets), Writing 100 Program (0 to 1 minority targets). The total Faculty category's utilization of women at 47.6% is above the availability at 46%. It is clear from the total minority utilization at 12%, although a slight decrease, that NU is closer to total availability at 14.4%, and that targets need to be attained.

The Professionals category saw limited changes to their targets. The job groups that saw an increase in their targets were solely due to the departure of either a woman or a minority. The Athletic Professionals job group went from a target of 1 minority to 2. It is clear from the total category's minority utilization at 5.6% falling below the availability at 12.2% that targets need to be attained. This is very similar in utilization from last year.

The category of Clerical & Secretarial had noteworthy decrease in minority targets (from 5 to 0) due to the hire of 3 minorities, being in Education, Military Science and Social Work respectively. The Administrative Support, Other job group saw no significant change in their target goal. It is clear from the total category's minority utilization at 5.1% falling below the availability at 6.4% that targets need to be attained. This is an increase in utilization from last year but at the same time, the availability has decreased as well.

The Paraprofessional/Technical category saw a decrease in their target of 1 minority to 0 due to the hiring of two minorities.

The category of Skilled Crafts also did not have any significant changes.

The Service and Maintenance category saw limited changes to their targets. In the Personal Services Occupations targets decreased from a target of 3 women to 2 due to the hiring of 1 woman in the job group. Also, Personal Services Occupations targets of 2 minority remained the same. It is clear from the total of the two categories: Skilled Crafts and Service and Maintenance's utilization of women at 11.8% falling below the availability at 21.6% and the minority utilization at 2.9% falling below the availability at 20.2% that targets need to be attained.

Of course, where no hires were made in a particular job group, targets could not be reached. When viewing the University Totals, each target listed needs to be pursued. We need to not only actively recruit and hire women and minorities in those areas, but to retain them once they are here. Overall the total of women targets increased (from 26 to 28 for women targets and decreased to 19 from 30 for minority targets). Consideration next year should be given to revising the eight factor availability analysis to better match our existing practice in both the Recruitment Area (for example - Job Group 59 Athletic Professionals (from Regional & Local to National), - Job Group 80 Technicians (from Local to Regional & Local)) and the Promotable/Transferable Employees Area (for example - Job Group 74 Record Processing Clerks has no categories currently).

The specific descriptions available in Human Resources summarize the progress made by all job groups in meeting hiring goals for female and minorities during 2008.

XIII. ANALYSIS OF APPLICANT FLOW

The Applicant Flow Analysis for the period January 1, 2008 through December 31, 2008 shows a total of 1,218 applications. An applicant is an individual considered for employment in a particular position whose expression of interest indicates that he or she meets the basic qualifications for the position and who at no point in the recruitment process (prior to receiving an offer of employment) indicates that he or she no longer is interested in the position.

The number of applications broken down by EEO category and sex and race is shown below. Where race could not be determined, the applicant is treated as a non-minority. Non-resident aliens are treated as other-minority. Where gender could not be commonly connected to a first name, the applicant is treated as a female. *Please note the majority of faculty searches are typically returned after the data is run and thus are not reflected in the chart. The determinations are based on search summary reports returned.*

EEO Category	Total	Females		Minorities	
		#	%	#	%
Exec./Admin./Mgr. (EEO-1)	22	17	77	0	0
Faculty (EEO-2)	11	5	45	1	9
Prof./Non-Faculty (EEO-3)	749	376	50	10	1
Secretarial/Clerical (EEO-4)	195	171	88	4	2
Technical (EEO-5)	57	16	28	0	0
Skilled Craft (EEO-6)	35	0	0	1	3
Service/Maintenance (EEO-7)	149	19	13	2	1
Totals	1218	604	50	17	1

COMMITTEE INPUT/REVIEW

It is the University's wish that both continued effort in the programs that are currently in place and additional recruitment strategies and efforts will collectively eliminate any deficiencies. Thus, the University's ultimate goal of being more effective in identifying qualified female/minority applicants and in turn increasing the female/minority representation within all job groups will be served.

XIV. ANALYSIS OF PERSONNEL ACTIVITY

A. New Hires

The following schedule summarizes, by protected classes, all hiring activity that occurred at the University for January 1, 2008 – December 31, 2008. *New hires may have been employed as temps previously or experienced a break in service.*

EEO Category	Total	Females		Minorities	
		#	%	#	%

Exec./Admin./Mgr. (EEO-1)	4	1	25	1	25
Faculty (EEO-2)	56	24	43	10	18
Prof./Non-Faculty (EEO-3)	19	14	74	2	10
Secretarial/Clerical (EEO-4)	8	7	87	3	38
Technical (EEO-5)	4	2	50	0	0
Skilled Craft (EEO-6)	2	0	0	0	0
Service/Maintenance (EEO-7)	4	2	50	0	0
Totals	97	50	51	16	16

A total of 97 new appointments were made at the University during the period January 1, 2008 through December 31, 2008. Of that number 50 or 51% are females and 16 or 16% are minorities.

Using the “80% rule” contained in the Uniform Guidelines on Employee Selection Procedures, 41 CFR, Part 60-3, it was found that the overall hiring rate for women did not reflect potential adverse effect in any EEO-6 Job Categories. It was found that the overall hiring rate for minorities did have an adverse effect in the hiring process.

COMMENTS FROM AA COMMITTEE

B. Termination

The following summary of voluntary and involuntary terminations illustrates, by protected classes, the termination distribution occurring at the University during this period: *(This includes position eliminations or end of grants or contracts. This does not include Part Time Faculty as there is a high likelihood of their return in subsequent years)*

EEO Category	Total	Females		Minorities	
		#	%	#	%
Exec./Admin./Mgr. (EEO-1)	6	2	33	1	16
Faculty (EEO-2)	11	2	18	3	27
Prof./Non-Faculty (EEO-3)	14	9	64	1	7
Secretarial/Clerical (EEO-4)	12	11	92	0	0
Technical (EEO-5)	7	3	43	0	0
Skilled Craft (EEO-6)	1	0	0	0	0
Service/Maintenance (EEO-7)	1	1	100	0	0
Totals	52	28	54	4	10

The average termination rate is 54 % for females in the period January 1, 2008 to December 31, 2008. The average termination rate is 10 % for minorities in the period January 1, 2008 to December 31, 2008.

Using the “80% rule” contained in the Uniform Guidelines on Employee Selection Procedures, 41 CFR, Part 60-3, it was found that the overall termination rate for women or minorities did not reflect potential adverse effect in any EEO-6 Job Categories. It was found that the overall termination rate for non- minorities did reflect an adverse impact.

The University also realizes that most terminations are voluntary in nature. All employees who are involuntarily separated are cognizant of the University’s policies governing employment. These policies are initially discussed in orientations for new employees, as well as cited in the University’s Policy and Procedure Manual.

Involuntary terminations are generally related to job performance, but usually do not occur until after verbal and/or written warnings have been given to an employee. A new non-faculty employee is evaluated on or before his/her first 90 days of employment and annually thereafter.

Additionally, the Office of Human Resources investigates areas of grievances through informal and/or formal means, as appropriate and provides prompt and equitable resolutions to problems. Aggrieved parties are encouraged to contact this office if and when problems arise. This office tries to monitor all potential termination situations in the hopes that proper collective action can rectify the problem before it reaches the level of termination.

C. Promotions

The following statistical summary shows, by protected classes, the distribution of promotion activity during the period from January 1, 2008 to December 31, 2008.

EEO Category	Total	Females		Minorities	
		#	%	#	%
Exec./Admin./Mgr. (EEO-1)	1	0	0	0	0
Faculty (EEO-2)	8	3	38	2	25
Prof./Non-Faculty (EEO-3)	5	3	60	0	0
Secretarial/Clerical (EEO-4)	3	3	100	0	0
Technical (EEO-5)	0	0	0	0	0
Skilled Craft (EEO-6)	0	0	0	0	0
Service/Maintenance (EEO-7)	1	0	0	0	0
Totals	18	9	50	2	11

A total of 18 employees were promoted at the University during 2008. (*This is exclusive of an advancement in rank for Part Time Faculty, re-leveling of hourly positions or solely job description / title changes.*)

Using the “80% rule” contained in the Uniform Guidelines on Employee Selection Procedures, 41 CFR, Part 60-3, it was found that the overall promotion rate for women or minorities did not reflect potential adverse effect in any EEO-6 Job Categories. It was found that the overall promotion rate did reflect an adverse impact on males and non-minorities.

All employees have an equal opportunity to apply for higher level positions. The University posts all job vacancies on a weekly basis (except faculty and senior management) on the Job Openings page of the University’s website and through the Job Posting notice as well as various journals and newspapers.

The University will continue to monitor the promotional practice in each job or salary group and make a good faith effort to eliminate any hint of adverse effect.

D. Transfers

Below is a summary of all transfer activity (*between departments*) occurring in each EEO category for the period of January 1, 2008 – December 31, 2008.

EEO Category	Total	Females		Minorities	
		#	%	#	%
Exec./Admin./Mgr. (EEO-1)	2	0	0	0	0
Faculty (EEO-2)	1	0	0	0	0
Prof./Non-Faculty (EEO-3)	4	1	25	0	0
Secretarial/Clerical (EEO-4)	5	5	100	0	0
Technical (EEO-5)	2	1	50	1	50
Skilled Craft (EEO-6)	0	0	0	0	0
Service/Maintenance (EEO-7)	0	0	0	0	0
Totals	14	7	50	1	7

E. Demotions

None

F. Layoffs

Below is a summary of all layoff activity occurring in each EEO category for the period of January 1, 2008 – December 31, 2008. *Includes position eliminations exclusive of grants ending.*

EEO Category	Total	Females		Minorities	
		#	%	#	%
Exec./Admin./Mgr. (EEO-1)	0	0	0	0	0
Faculty (EEO-2)	0	0	0	0	0
Prof./Non-Faculty (EEO-3)	1	0	0	0	0
Secretarial/Clerical (EEO-4)	0	0	0	0	0
Technical (EEO-5)	1	0	0	0	0
Skilled Craft (EEO-6)	0	0	0	0	0
Service/Maintenance (EEO-7)	0	0	0	0	0
Totals	2	0	0	0	0