

Agendum  
Oakland University  
Board of Trustees Formal Session  
November 9, 2009


ANNUAL  
DIVERSITY AND AFFIRMATIVE ACTION PLAN  
REPORT

1. **Division/Department:** President
2. **Introduction:** University Diversity & Compliance reports to the Board of Trustees annually on the University's progress toward diversity and its Affirmative Action Plan.
3. **Previous Board Action:** The Board of Trustees approved the Affirmative Action Policy on May 10, 1989 and amended it on June 8, 1995 and June 4, 1998.
4. **Budget Implications:** None
5. **Educational Implications:** The University recognizes that a diverse work force enhances the University's ability to provide comprehensive education to students and prepares them to be effective contributors and leaders in tomorrow's workplace and society.
6. **Personnel Implications:** The University's efforts to recruit, hire, promote and retain women and minority faculty and staff has been successful but more work is needed in specific job groups.
7. **University Reviews/Approvals:** The Annual Diversity and Affirmative Action Plan is reviewed by the Vice Presidents and President of the University.
8. **Recommendations:** None
9. **Attachments:** A. 2009 Annual Diversity and Affirmative Action Plan Report

Submitted to the President  
on November 6, 2009 by

  
\_\_\_\_\_  
Joi M. Cunningham, Director  
University Diversity & Compliance

Recommended on 11/6, 2009  
to the Board for approval by

  
\_\_\_\_\_  
Gary D. Russi  
President

**2009 ANNUAL DIVERSITY AND AFFIRMATIVE ACTION PLAN REPORT**

**Vision and Strategy**

The Oakland University Board of Trustees ("Board") has made a commitment to equality of opportunity for all persons. In a society that relies on an informed, educated citizenry, no one should be denied the opportunity to attain his or her fullest potential. Oakland University ("University") has established a goal to build a community that welcomes and honors all persons and that provides equal opportunity in education and employment. Therefore, it is essential that the University's work force be appropriately representative of both genders and all racial and ethnic groups.

Consistent with federal mandates and guidelines, the Board established an affirmative action plan to achieve a workforce that is reasonably representative of women and minorities as measured by the gender and race of persons with the requisite skills within the reasonable employee recruiting areas of the University.

**Summary**

The following analysis is for the relevant period for the affirmative action plan, October 1, 2008 through September 30, 2009.

There are three (3) job groups for faculty, which track the collectively bargained tenure review process. There are eight (8) job groups for staff.

The University's efforts to recruit, hire, promote and retain qualified women and minority faculty and staff have generally been very successful, but we continue to focus our efforts on some specific staff job groups that remain underutilized. Those efforts have been more challenging of late, given that the University hiring opportunities are down for faculty and staff positions from prior years, both approximately 20%. Those reduced hiring opportunities reflect a lower rate of turnover than the University traditionally experiences, most likely due to the poor state of the economy.

Recent changes in federal reporting requirements have altered both the manner and number of race/ethnic categories for which the University collects data. Notably, these changes require that persons be asked to identify as Hispanic/Latino; and the Asian category has been broadened to include a separate category for Native Hawaiian/Other Pacific Islander. We anticipate that these changes will provide a more accurate representation of the race and ethnic makeup of the University's workforce. The Director of University Diversity and Compliance ("UDC") chaired a committee, which included persons from Academic Human Resources ("AHR"), University Human Resources ("UHR") and Institutional Research, and consulted with Student Affairs to review and make the necessary revisions to relevant documents and systems related to the hiring process. The University is beginning to collect data employing the new race/ethnic categories.

## Diversity Initiatives

The University continues to employ its current successful practices, but routinely explores new networking and recruiting opportunities to attract qualified applicants for underutilized faculty and staff job groups. UDC independently selects the recruitment sites in tandem with the job posting. Examples of where the University networks and/or advertises include:

- Asian Pacific Chamber of Commerce
- Diverse Issues in Higher Education
- Hispanic Business Alliance
- Michigan Chronicle
- Michigan Hispanic Chamber of Commerce
- Michigan Indian Community
- Michigan Chinese Association

All diversity initiatives center on recruiting or retaining diverse employees.

### Initiatives Directed at Recruiting Diverse Employees

- UDC focused its efforts at recruiting qualified diverse applicants toward underrepresented staff job groups, namely black administrative assistants. To that end, UDC initiated a virtual Diversity Job Fair, which was advertised in diversity publications and hosted on both the UHR and UDC website. The Diversity Job Fair ran for several weeks and had approximately 930 visits.
- Additionally, UDC is working with Dorsey Schools, a local institution with a diverse student body that has a training program geared toward administrative assistants and administrative specialists, to address underrepresentation in this area. Applicants have identified Dorsey Schools as their source of information when applying to the University.
- Aided by AHR and UHR, UDC is creating a database/repository of qualified applicants that apply for faculty and staff positions, as well as a database of all historically Black colleges and universities and Hispanic serving institutions that offer doctorate level courses and those with a high number of minority doctoral students. UDC will be able to provide information to search committees with potential applicants and sources to recruit qualified persons for open positions.
- UDC supports hiring managers' solicitation of qualified underrepresented applicants through their respective professional organizations and networks.

## Initiatives Directed at Retaining Diverse Employees

- UDC hosted Second City, a comedy ensemble, to provide an educational and entertaining workshop on harassment, discrimination and cultural awareness. The survey sent to attendees showed that the overwhelming majority believed the program was informative, and rated the program as excellent. Some participants reported that they would bring the information they learned in the workshop back to their respective workplaces. Other Michigan Universities have now contracted Second City to provide similar workshops for their respective institutions.
- UDC, working in collaboration with the UHR, will begin conducting retention (in addition to exit) interviews of employees to facilitate a better understanding of what keeps employees at the University as well as identifying issues and concerns that can be addressed to retain employees. We will begin by focusing our attention on those departments with higher turnover rates, and departments that have difficulty attracting and maintaining diverse candidates and employees.
- UDC played a lead role along with several high-ranking administrators, many from Student Affairs, and senior faculty in reconstituting the Black Employee Resource Group (“BERG”). The BERG’s focus is personal and professional development, which includes a mentoring program, and the recruitment and retention of black faculty and staff. BERG hosted a kickoff event and a networking event that recognized retiring Black faculty. The President of BERG has taken part in a nationally recognized training program regarding creating successful Employee Resource Groups and has brought this information back to the group. BERG plans to collaborate with the University’s Black Alumni Association and members of that organization have attended BERG events.
- The Lesbian, Gay, Bisexual, Transgender, Queer and Ally (“LGBTQA”) Employee Resource Group continues to be active in the campus community and has established a scholarship that recognizes a student committed to lesbian, gay, bisexual and transgendered issues.
- The Women’s Employee Resource Group (“WERG”) is planning events in conjunction with Women’s History Month and to initiate a mentoring program.
- The University’s Welcoming Committee continues to host its highly successful *Meet and Mingle Welcome Reception*. The reception is open to all employees but designed to introduce newly hired women and minority employees to other women and minorities on campus to foster mentoring relationships. Based on past surveys, a majority reported maintaining contact with employees they met at the reception, which may lead to mentoring relationships.

## Faculty Analysis

**Chart No. 1**  
**Faculty Utilization Analysis**  
 Period Ending - 9/30/2009

Job Groups <sup>1</sup>		OU Full-Time Workforce					Utilization Based on Availability			Full Utilization( + / - )		
		Total	Avg Yrs Service	Women	Black	Other Minority <sup>2</sup>	Women	Black	Other Minority	Women	Black	Other Minority
A	Assistant <sup>3</sup>	193	3.7	100	7	41		Underutilized		14	1	24
B	Associate <sup>4</sup>	204	24.5 <sup>5</sup>	98	15	34				2	5	
C	Full	106	15.5 <sup>6</sup>	22	2	22	Underutilized	Underutilized		23	8	5
<b>Total</b>		503		220	24	97	2 of 3	1 of 3	3 of 3	7	4	29

<sup>1</sup> A - Assistant Professors, Special Instructors without Job Security, Full-Time Adjuncts, and Associate Professors without Tenure  
 B - Associate Professors with Tenure, Special Instructors with Job Security, and Assistant Professors with Tenure in the Library  
 C - Full Professors

<sup>2</sup> Other Minority = American Indian/Alaskan Native, Hispanic, and Asian (Origins of the Far East, Southeast Asia, Indian Subcontinent or the Pacific Islands.)

<sup>3</sup> Based on 5 Year Availability Statistics

<sup>4</sup> Based on 15 Year Availability Statistics

<sup>5</sup> 14% of Associate Professors have more than 25 years seniority

<sup>6</sup> 39% of Full Professors have more than 25 years seniority

**Faculty Analysis (cont.)**

**Chart No. 2  
Faculty Retention  
Period Ending - 9/30/2009**

Job Groups <sup>1</sup>		New Hiring Opportunities				Resignations				Retirements				Net Hires/Resignations			
		Total	Women	Black	Other Minority	Total	Women	Black	Other Minority	Total	Women	Black	Other Minority	Total	Women	Black	Other Minority
A	Assistant	29	14		5	7	4	3	1					22	10	3	4
B	Associate	3	2			3	1	2							1	2	
C	Full					4				4		1		8		1	
<b>Total</b>		<b>32</b>	<b>16</b>		<b>5</b>	<b>14</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>4</b>		<b>1</b>		<b>14</b>	<b>11</b>	<b>6</b>	<b>4</b>

<sup>1</sup> A - Assistant Professors, Special Instructors without Job Security, Full-Time Adjuncts, and Associate Professors without Tenure  
 B - Associate Professors with Tenure, Special Instructors with Job Security, and Assistant Professors with Tenure in the Library  
 C - Full Professors

**Chart No. 3  
Faculty Promotions  
Period Ending - 9/30/2009**

Job Groups <sup>1</sup>		Promotions <sup>2</sup>			
		Total	Women	Black	Other Minority
A	Assistant				
B	Associate	11	6		3
C	Full				
<b>Total</b>		<b>11</b>	<b>6</b>		<b>3</b>

<sup>1</sup> A - Assistant Professors, Special Instructors without Job Security, Full-Time Adjuncts, and Associate Professors without Tenure  
 B - Associate Professors with Tenure, Special Instructors with Job Security, and Assistant Professors with Tenure in the Library  
 C - Full Professors

<sup>2</sup> Governed by the Collective Bargaining Agreement with the AAUP

## **Faculty Summary and Conclusions**

- As seen in charts 1 through 3, the University's efforts to recruit, hire, promote and retain women and minority faculty have generally been successful. However, specific job groups need more work.
- Efforts to recruit black faculty at the Assistant Professor level will be intensified. The University recently became underrepresented by one (1) in this job group with the departure of faculty and no black hires. Black faculty members at the Assistant level left to pursue teaching opportunities more in line with their research agenda. Exiting black faculty members at the Associate and Full Professor level left for similar reasons, but also for promotional opportunities (deanships, etc.) and retirement.
- The University struggles to recruit blacks into their applicant pools, due in part to the relatively low number of blacks obtaining their doctorates, especially in science related fields, which comprised approximately 40% of faculty hiring during the affirmative action period. This is a challenge not only for Oakland University, but also for our sister Michigan universities and nationally as well.
- It is expected that women and blacks will advance into the Full Professorship rank, as they proceed through the collectively bargained tenure and promotion process. Tenure is generally awarded at the Associate Level and promotion to the rank of Full Professor is discretionary. No black faculty members were up for promotion during this affirmative action reporting cycle.

## Staff Analysis

**Chart No. 4  
Staff Utilization Analysis  
Period Ending - 9/30/2009**

Job Groups		OU Full-Time Workforce				Utilization Based on Availability			Full Utilization( + / - )		
		Total <sup>1</sup>	Women	Black	Other Minority <sup>2</sup>	Women	Black	Other Minority	Women	Black	Other Minority
001	Executives	32 <sup>3</sup>	13	3	4						
002	Managers	86	57	9	1			Underutilized	12	1	8
003	Professionals	164	92	13	10	Underutilized	Underutilized	Underutilized	9	5	7
004	Student Services	112	81	18	9				7	4	
005	Technicians	86	33	4	17		Underutilized		6	2	4
006	Administrative Assistants	296	275	40	14		Underutilized		49	19	1
007	Custodial, Grounds, Service Work/Supervisor	96	36	29	15						8
008	Skilled Trades, Gen Foreman	43 <sup>4</sup>		2							
<b>Total</b>		<b>915</b>	<b>587</b>	<b>118</b>	<b>70</b>	<b>5 of 6</b>	<b>3 of 6</b>	<b>4 of 6</b>	<b>65</b>	<b>21</b>	<b>2</b>

<sup>1</sup> Job groups must have sufficient size to be statistically meaningful and to correlate to accessible availability statistics. A common standard is a minimum of 50 employees; therefore, Oakland defines materiality to be 50 employees

<sup>2</sup> Other Minority = American Indian/Alaskan Native, Hispanic, and Asian (Origins of the Far East, Southeast Asia, Indian Subcontinent or the Pacific Islands.)

<sup>3</sup> Job group is not statistically meaningful

<sup>4</sup> Job group is not statistically meaningful



**Staff Analysis (cont.)**

**Chart No. 5  
Staff Retention  
Period Ending - 9/30/2009**

Job Groups		New Hiring Opportunities				Resignations				Retirements				Net Hires/Resignations			
		Total	Women	Black	Other Minority	Total	Women	Black	Other Minority	Total	Women	Black	Other Minority	Total	Women	Black	Other Minority
001	Executives	5	3	1										5	3	1	
002	Managers	14	10			6	5	1		2	1			6	4	1	
003	Professionals	21	16	2	2	10	10	1		1				10	6	1	2
004	Student Services	11	7	2	1	3	2	2						8	5		1
005	Technicians	10	3	1	1	2	1	2		2			1	6	2	1	
006	Administrative Assistants	14	12	5	1	4	4	2		2	2			8	6	3	1
007	Custodial, Grounds, Service Work/Supervisor	5	3	1		4	3	1		3	1	1	1	2	1	1	1
008	Skilled Trades, Gen Foreman	3				1				1				1			
<b>Total</b>		<b>83</b>	<b>54</b>	<b>12</b>	<b>5</b>	<b>30</b>	<b>25</b>	<b>9</b>		<b>11</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>42</b>	<b>25</b>	<b>2</b>	<b>3</b>

**Chart No. 6  
Staff Promotions  
Period Ending - 9/30/2009**

Job Groups		Promotions			
		Total	Women	Black	Other Minority
001	Executives				
002	Managers	2	2		
003	Professionals	5	2	1	
004	Student Services	6	5		
005	Technicians	2	2		1
006	Administrative Assistants	14	14	3	1
007	Custodial, Grounds, Service Work/Supervisor				
008	Skilled Trades, Gen Foreman	1			1
<b>Total</b>		<b>30</b>	<b>25</b>	<b>4</b>	<b>3</b>

## **Staff Utilization Summary and Conclusion**

- As seen in charts 4 through 6, the University's recruitment and retention of women staff has also been successful. However, the University recognizes that more work is needed to recruit women and minorities into specific staff job groups.
- While there is relatively little change in the level of utilization among women and minorities, these populations continue to enter the University at a greater rate than those leaving the University.
- Overall, women and minorities were promoted in a number of job groups. Non-bargained promotional opportunities are subject to the University policy that requires a ten (10) day internal posting to ensure that all current employees have the opportunity to apply for the position.
- Exit interviews indicate that when individuals leave the University, it is primarily for personal reasons and not diversity concerns. Typical reasons for resignations are retirement, other job opportunities, family obligations and health concerns.

## **Conclusion**

Overall, the University has experienced steady improvements in its efforts to recruit, hire, promote and retain woman and minority faculty and staff. The Office of UDC continues to monitor progress toward meeting diversity goals and to identify and adopt strategies that enhance the overall diversity of the University.