



**INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS**

# **AFFIRMATIVE ACTION PROGRAM**

**October 1, 2010 - September 30, 2011**

Prepared by:

Office of Equal Opportunity  
Kim D. Kirkland, Director

## **Affirmative Action Program**

**for**

## **Women and Minorities**

Indiana University–Purdue University Indianapolis  
620 Union Drive  
Indianapolis, IN 46202

**October 1, 2010 thru September 30, 2011**

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# IUPUI AFFIRMATIVE ACTION PLAN FOR WOMEN AND MINORITIES

October 1, 2010 – September 30, 2011

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# SECTION I INTRODUCTION

## A. Identification of Establishment

Indiana University–Purdue University Indianapolis (IUPUI) combines the academic objectives of Indiana’s two largest public institutions of higher education: Indiana University and Purdue University. Indiana University established its first extension center in Indianapolis in 1916, while Purdue began its Indianapolis operations in 1946 as an outgrowth of World War II training programs. In 1969, the Boards of Trustees of the two universities established IUPUI under an agreement in which the Indianapolis programs from both schools were merged, and Indiana University assumed primary management of the combined enterprise.

In the merger, each parent university retained academic responsibility for the disciplines, programs, and professions for which they had demonstrated special strengths. Today, IUPUI is the third largest institution of higher education in the state of Indiana, and offers the broadest range of academic programs of any campus in Indiana. It is the state’s principal site for graduate professional education in medicine and law. Its academic programs educate over 30,000 students, and the campus employs over 4,400 full and part-time faculty and over 4,700 staff persons.

IUPUI and IU Bloomington are core campuses of the eight-campus Indiana University system. The Trustees of Indiana University establish policy for all students, faculty members and staff in the system, including IUPUI. The Trustees also have responsibility for faculty and administrative appointments, for the disposition of university property, for curricular and organizational development, for capital development, for setting fees and other charges, and other administrative matters. Indiana University–Bloomington, through the Office of the President, provides certain services to all eight campuses in the system, such as legal services, information and computer services, research and development, and public and governmental relations.

The President, Dr. Michael McRobbie, is the Chief Executive Officer of the Indiana University system. At IUPUI, Dr. Charles R. Bantz, the Executive Vice President and Chancellor–Indianapolis, provides administrative and academic leadership on behalf of the President with the assistance of the Deans of the schools and other academic and administrative officers on the Indianapolis campus.

## B. Reaffirmation of Policy

Indiana University’s Equal Employment Opportunity Policy was established and reinforced by a series of resolutions adopted by the Indiana University Board of Trustees beginning in November, 1969. This statement has since been expanded to include disabled veterans, veterans of the Vietnam era, and people with disabilities, thus reaching its present form as reaffirmed unanimously in 1995.

It has been, and will continue to be, the policy of IUPUI to be an equal opportunity employer. An EEO policy memorandum has been issued annually by the Chancellor to all faculty, staff and students on this campus, reaffirming IUPUI’s commitment to equal opportunity policies. The most recent memorandum reads, in part:

*“Specifically, our policy at IUPUI prohibits discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or veteran status. We will continue to promote and provide equal opportunity in*

*education and training programs, employment, admissions, and all other activities for faculty, staff, and students. All personnel actions, such as recruitment, hiring, compensation and fringe benefits, transfer, promotion, training for employees, as well as all university-sponsored social and recreational programs, will be administered in accordance with our equal opportunity policies.”*

The full text of the IUPUI Equal Opportunity Policy is found in Appendix A.

## *SECTION II* **IMPLEMENTATION AND RESPONSIBILITY**

### **A. Responsibility for Implementation**

Dr. Charles R. Bantz, Executive Vice President and Chancellor of the IUPUI campus, has the overall responsibility for the successful implementation of the institution's Equal Employment Opportunity Policy, and delegates responsibility for the administration of the IUPUI Office of Equal Opportunity to Dr. Kim D. Kirkland.

Dr. Kirkland, the Director, Office of Equal Opportunity for IUPUI, reports directly to the Executive Vice President and Chancellor and is responsible for developing, coordinating, and maintaining the IUPUI Affirmative Action Plan for both academic and non-academic areas. Her identity appears on all pertinent internal and external communications, and she has been assured of management's support and cooperation.

The Director, Office of Equal Opportunity is responsible for:

1. Reviewing university policies and procedures and recommending changes, as necessary, to implement the equal opportunity and affirmative action program.
2. Supervising and guiding the work of the Office of Equal Opportunity and its staff, and ensuring that the required reports and analyses are performed in a manner that facilitates achievement of the goals of the Affirmative Action Plan.
3. Assisting organizational units in identifying problem areas related to the implementation of this Plan and in arriving at solutions/corrective actions.
4. Investigating complaints of alleged harassment and discrimination.
5. Designing and implementing reporting systems that will measure the effectiveness of this Plan and other equal opportunity programs, indicate the need for remedial action, and determine the degree to which goals and objectives are being attained.
6. Serving as liaison between the University and state and federal civil rights enforcement agencies.
7. Serving as liaison between the University and minority organizations, women's organizations, disability organizations, and community action groups concerned with equal employment opportunities for minorities, women and other protected groups.
8. Keeping management informed of the latest developments affecting equal opportunity and affirmative action.
9. Meeting with department supervisors to make certain that EEO/AA policies are being followed.
10. Informing all supervisors that their individual work performance is being evaluated on the basis of the equal employment opportunity efforts and results, as well as other criteria.

Martha Bulluck, Interim Assistant Vice Chancellor is responsible for maintaining personnel data systems for non-academic staff. She will ensure that recruitment and employment practices are consistent with nondiscrimination policies, and assist in implementing the affirmative action program in non-academic areas.

Dr. Uday Sukhatme, Executive Vice Chancellor and Dean of Faculties, is responsible for planning and coordination of academic areas, including faculty appointments, advancement and development. He will assist the Director, Office of Equal Opportunity in implementing the affirmative action program in all academic areas.

An organizational chart at the end of this section shows the location and relationship of the Office of Equal Opportunity to other campus units.

## **B. Line Management and Supervisors**

It is the responsibility of each administrator, manager and supervisor to behave in a manner that clearly supports IUPUI's equal employment opportunity policies and affirmative action program. Their duties include:

1. Carrying out all hiring, promotion, and other personnel actions in a way that ensures they are in compliance with equal employment objectives.
2. Assisting the Director, Office of Equal Opportunity with the identification of problem areas in their units and taking corrective action.
3. Ensuring that an environment free of discrimination and harassment is maintained.
4. Facilitating the investigation and resolution of complaints.
5. Performing periodic audits to see that EEO posters are properly displayed, and that minority and female employees are encouraged to participate in all university sponsored educational, training, recreational and social activities.

Whenever performance evaluations are conducted for individuals with management or supervisory functions, the evaluation should include an appraisal of their equal opportunity and affirmative action efforts and the corresponding results, along with other work performance criteria.

## **C. Equal Opportunity Advisory Council**

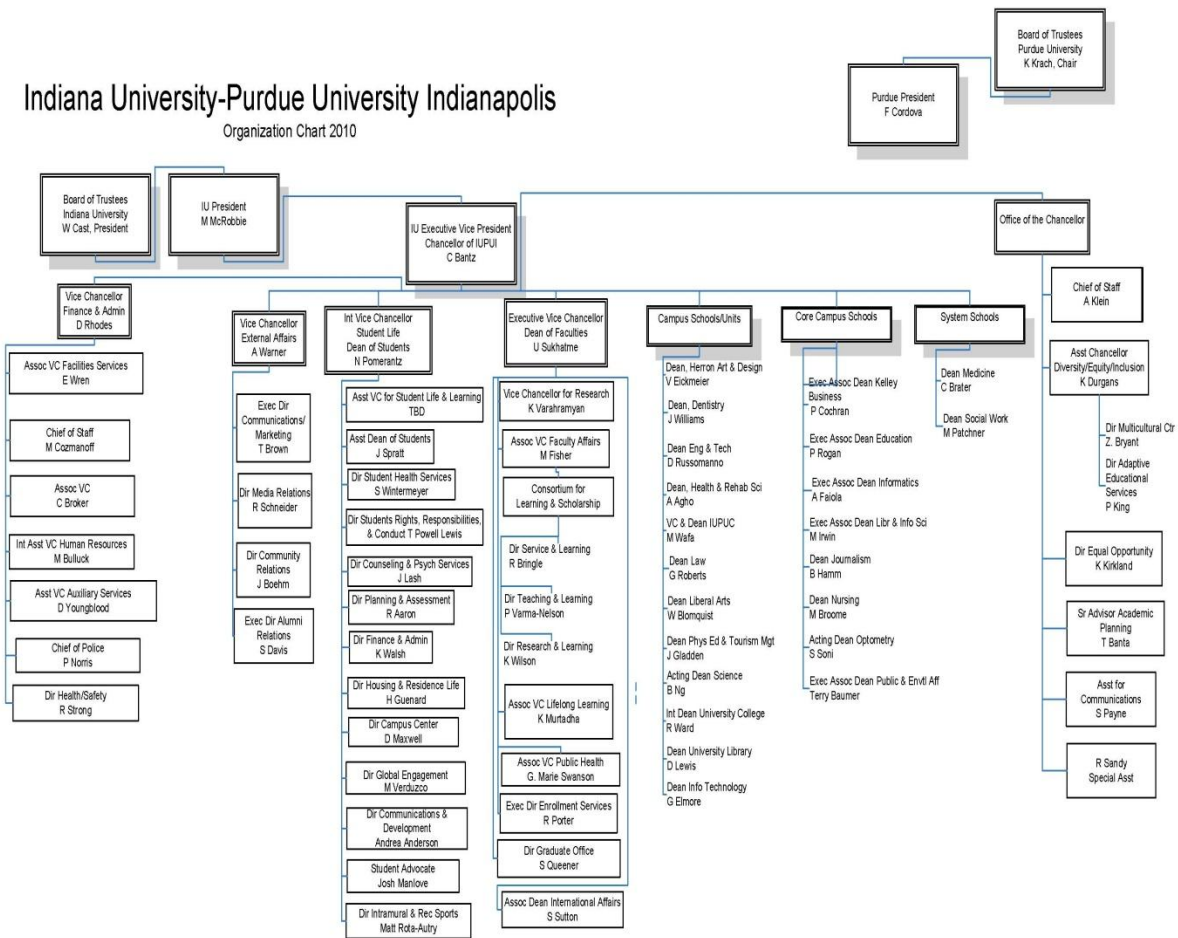
Each organizational unit on campus headed by a senior level administrator maintains a representative on the *Equal Opportunity Advisory Council*. Council representatives are appointed by either the Dean of the academic unit or the key administrative officer of the non-academic unit. The council is chaired by a member of the Council who is appointed by the Director, Office of Equal Opportunity.

The Equal Opportunity Council, also referred to as "the Council", is a university standing committee that meets monthly or as needed, serving in an advisory capacity to the Office of Equal Opportunity (OEO) with representatives appointed by Deans and senior level administrators across the campus. The charge of this committee is to address issues and concerns related to equal opportunity, harassment, and discrimination in both the workplace and learning environments. A statement of the Council's mission and responsibility, and a roster of current Council members are provided in Appendix C.



# Indiana University-Purdue University Indianapolis

Organization Chart 2010



Prepared by Sylvia M. Payne  
Current as of 9/1/10

## *SECTION III*

### **IDENTIFICATION OF PROBLEM AREAS**

#### **A. Workforce Composition and Selection**

As part of the ongoing audit process, we have conducted an analysis of the following personnel matters for the 12-month period October 1, 2009 through September 30, 2010. The snapshot of the workforce as discussed in the following paragraph took place on October 1, 2010.

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

The University has analyzed its workforce as required by 41 CFR 60-2.17(b). We have elected to use the Workforce Analysis format for consistency with reports from prior years. The Workforce Analysis displays the number of incumbents by race and sex for each job title within each organizational unit as of October 1, 2010. The following are some highlights of our findings.

Women represent 57.8% of the total IUPUI workforce. Percentagewise, women are highly represented in the following units: School of Nursing (93.3%), Social Work (70.6%), Education (77.4%), University College (76.0%), Health & Rehabilitation Science (Allied Health) (76.9%), Academic Support (76.7%), Enrollment Services (74.5%), Human Resources (88.9%), and Research Administration (81.2%). Women are not as highly represented in the following units: School of Engineering (35.4%), School of Public and Environmental Affairs (34.7%), School of Science (41.2%), Office of the Vice President for Information Technology (31.3%), Physical Plant (30.6%), and Other University Administrative Accounts (23.1%).

African American employees represent 9.9 percent of IUPUI's total workforce. This is down slightly from five years ago when in 2004 African Americans represented 10.3 percent of the total workforce. Several departments have considerably higher percentages of African American employees. They are: Physical Plant (40.0%), University College (25.0%), and Enrollment Services (24.5%).

Over a five year period, the percentage of women in tenure-track faculty positions has increased from 29.5 percent in 2005 to 32.7 percent in 2010 and the number of tenured/tenure-track minority faculty has increased from 19.5 percent to 24.0 percent over the same period.

The annual IPEDS (Integrated Postsecondary Education Data Survey) reports which include workforce data are separately bound as well as being available on the web at <http://www.iu.edu/~upira/reports/compliance/ipeds/index.shtml>. There are three IPEDS submissions throughout the academic year (fall, winter, and spring). Workforce data from the fall census are included in the Winter IPEDS submission.

2. Composition of applicant flow by gender and minority group

Data on all applicants and hires for staff vacancies are now maintained by Human Resources Administration in the Online Applicant (OLA) system, described in Section V. Applicant and hire data for all faculty vacancies are maintained by the Faculty Applicant Monitor (FAM) system which was developed in 2003-2004 by the IUPUI Office of Equal Opportunity. In FAM, records are kept for each vacancy and each applicant. This allows us to complete the required analyses of the selection rates by job title and job group and

by gender and minority group. These data and analyses (also referred to as Adverse Impact Analysis) are not included in the written Affirmative Action Plan, but they are performed annually and will be available for OFCCP inspection in the event of a Compliance Evaluation. The following highlights are noted for the 2009 reporting period (October 1, 2009 – September 30, 2010) which combines all searches undertaken during those twelve months:

Faculty: The report “Analysis of Hires – Faculty v. Applicants” (all faculty campuswide as well as campuswide by tenure status) reveals that the selection rate for females is higher than the selection rate for males. Male, Hispanic, and Asian faculty were the most likely to experience adverse impact in the hiring process. No indication of adverse impact occurred for females at the campuswide level.

Staff: The report “Analysis of Hires – Staff v. Applicants - By EEO Category” reveals that for professional and bi-weekly staff, there were instances of adverse impact against males on two occasions (Professional Staff and Services Maintenance). There was no occurrence of adverse impact against females in these broad EEO job groups. With regard to minorities (all minorities combined), adverse impact was experienced in four areas (Professional, Clerical, Skilled Craft, and Service Maintenance). African Americans also experienced adverse impact in four areas (Professional, Clerical, Technical, and Service Maintenance). Asians were impacted in the Professional and Clerical ranks while Multi-race individuals were impacted only in the Professional job group.

The calculations to determine adverse impact were based on the ‘< 80% and Difference >=1.0’ rule. However, applicants are not required to provide race and gender information and many do not. Therefore, since the analysis only includes those who provided their race and gender information, caution should be used when interpreting these findings.

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. Whenever vacancies are posted, they are reviewed by the Office of Equal Opportunity to ensure they are in compliance with university guidelines and policy. Upon request, faculty search committees are briefed on EEO/AA obligations and procedures. Approval must be obtained from the dean of the school and from the Office of Equal Opportunity before an interview can be held. Moreover, similar approvals must be obtained prior to extending an offer to a candidate.

4. The selection process for Staff

Whenever a staff vacancy occurs, position descriptions are reviewed by Human Resources Administration (HRA) to see 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 gender over another. The only scored selection procedures are for clerical, where a word processing score is taken.

Every vacancy (except for Service/Maintenance positions) must be posted in the Online Application (OLA) system, and every applicant must be recorded by the system. No employment commitment can be made to fill a staff position until the qualifications and credentials of all candidates have been presented to HRA. HRA approves placement of ads in all newspapers, journals and other professional publications before publication. All advertising for positions must carry the tagline “*Indiana University is an equal Opportunity/Affirmative Action Employer*” or its equivalent.

## 5. Transfers/Promotions/Terminations

Current employees may apply for opportunities throughout the campus. These opportunities may involve lateral transfer or promotion with or without change in work location. Vacancies are announced in accordance with IUPUI posting policy. All positions are posted. All employees, including women and minorities, are encouraged to take advantage of the opportunity to apply. Selections are made on the basis of knowledge, skills, and abilities and without regard to race, color, religion, sex, or national origin.

As mentioned above, all vacancies are announced in accordance with IUPUI posting policy, therefore, recruitment occurs for each vacancy. As a result, adverse impact analysis for hires includes individuals who were transferred or promoted as a result of successfully applying for the vacancy along with non-university employees.

Analysis of the 1,412 terminations reveals that (for faculty and staff) there was adverse impact with females in one (Technical Staff) of the nine EEO categories and with minorities (all minorities combined) in two categories (Lecturer/Clinical and Professional Staff). Males were adversely impacted in two categories (Clerical Staff and Service Maintenance).

These calculations were based on the ' $< 80\%$  and Difference  $\geq 1.0$ ' rule. The complete data and analyses are not included in the written Affirmative Action Program, but are performed annually and will be available for OFCCP inspection in the event of a Compliance Evaluation.

### **B. Identification of Problem Areas by EEO Job Group**

Pursuant to 41 CFR 60-2.15, we have compared 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. IUPUI has identified underutilization for women in the following three EEO job groups:

- Tenured/Tenure-Track Faculty, Executive Management, Skilled Craft.

Minorities (all minorities combined) were not underutilized in any job group. However, individual minority classifications were underutilized as follows:

- African/Americans: Tenured/Tenure-Track Faculty, Other Academic, Executive Management.
- Hispanics: Tenured/Tenure-Track Faculty, Clinical/Lecturer, Other Academic, Executive Management, Professional Staff, Skilled Craft.
- Asian: No underutilization in any EEO job group.
- Native American: Professional Staff, Technical Staff, Service Maintenance.
- Native Hawaiian/Other Pacific Islander: No underutilization in any EEO job group.

When job groups are consolidated into broad EEO categories, minorities have high representation in Service Maintenance (66.9%), Technical (28.0%), and Clerical (23.0%). In the School of Medicine 26.5% of all faculty (full and part-time combined) are Asian which contributes to an overall minority representation of 32.6 percent for academic employees in the school (excluding executive management). In the School of Engineering, Asian faculty represents 20.1 percent of all faculty (full and part-time combined). All minorities together represent 27.8 percent of engineering academic employees. Likewise, while minorities constitute 25.9 percent of the

School of Science faculty, Asians alone represent 22.6 percent. The highest representation of minority employees in terms of percentages exist in the Service Maintenance job group where they account for 66.9% of the workforce.

According to availability estimates, females are underutilized in the following EEO job groups: Tenure/Tenure-Track Faculty, Executive Management and Skilled Craft. 463 of the 1,415 Tenure/Tenure-Track faculty are female (32.7%). The target for female faculty in the tenure ranks is 42%.

**C. Identification of Problem Areas by Organizational Unit**

Each year major unit administrators submit a Unit Action Plan after meeting with the Director, Office of Equal Opportunity. These plans identify problem areas and report specific efforts that will be the focus of activity within the respective units for the upcoming year.

**D. Other Areas of Compliance**

1. Facilities, university sponsored recreational, social, or special programs

There are no segregated facilities at IUPUI. University-sponsored recreation and social events are open to all employees. Employees who meet the criteria outlined in Human Resources Policy 9.5 are eligible for fee courtesy benefits when attending Indiana University classes.

2. Seniority practices and seniority provisions of union contracts

AFSCME Local 1477 represents all service-maintenance employees on the Indianapolis campus. When vacancies in these classifications are filled by promotion or transfer, departments consider several factors, including experience, past performance, educational background, attendance record, and the ability to perform essential job functions with or without reasonable accommodation. If two or more employees are relatively equal in terms of relevant factors, then seniority governs the promotion or transfer. In such cases, the final decision is based on occupational unit seniority first and university seniority second. There is no evidence that seniority practices contribute to any disparities based on race or sex.

3. Apprenticeship and training programs, formal and informal

IUPUI has no formal apprenticeship programs. The university encourages staff development for all employees. Staff members are provided opportunities to cultivate their job skills through continuous learning.

4. Attitude of workforce, managers and supervisors

The Office of Information Management and Institutional Research (IMIR) conduct periodic surveys to assess the attitudes and opinions of faculty, staff, and students on the IUPUI campus. Staff surveys were conducted in 1997, 1999, 2003, 2006, and 2009. IMIR conducted faculty surveys in the following years: 1995, 1996, 1998, 2000, 2002, 2005, and 2009. Findings from these and other surveys can be viewed at the IMIR website <http://www.imir.iupui.edu/>.

5. Technical aspects of compliance

Current federal EEO posters have been placed on bulletin boards in every major campus

building, along with campus policies regarding complaints, sexual harassment, and reasonable accommodations for people with disabilities. An online sexual harassment training program has been developed for faculty, staff, and students and is available through the Office of Equal Opportunity website: <http://www.iupui.edu/~oeo>.

IUPUI retains solicited applications and resumes for a period of two years from the date they are received, or from the date a selection decision is made, whichever is later. Other records related to personnel actions are maintained in accordance with OFCCP guidelines and/or applicable federal regulations.

## *SECTION IV*

### **ACTION-ORIENTED PROGRAMS**

#### **A. Recruitment, Selection, Training and Advancement**

We have developed the following action-oriented programs and expect that their proper execution will result in an appropriate increase in the minority or female representation in the targeted group and/or organizational units. Good faith efforts will be documented.

##### **1. Selection Process**

Human Resources Administration, on a continuing basis, reviews position descriptions for non-academic staff. Whenever a position is established, a requisition is submitted to fill a vacancy, or there is a request to review or reclassify a position. The review is to ensure that job descriptions on file accurately reflect functions and are consistent for the same position from one location to another. When female or minority applicants apply for a position that is underutilized and are not selected for an initial interview, hiring supervisors are asked to take a second look at the credentials to ensure that potential candidates have been fully considered.

Selection processes in each unit are continually scrutinized to see that they are nondiscriminatory. Personnel having any part in the selection process can participate in training offered by Human Resources Administration (HRA), such as the course on "Interviewing and Hiring." In addition, the university observes the requirements of the Uniform Guidelines on Employee Selection Procedures (41 CFR 60-3) and audits all un-scored selection procedures to ensure objectivity.

##### **2. Recruitment for Staff Vacancies**

A comprehensive list of "Staff Job Openings" is maintained by the Human Resources Administration which includes all non-instructional job vacancies on the IUPUI campus. In addition to being posted on the HRA website, copies are posted in university buildings. HRA maintains a short list of minority and women's organizations in the central Indiana area and sends weekly announcements to these groups.

The Online Application (OLA) system, implemented in October 2002, makes vacancies in staff positions widely available to anyone who has access to the Internet. IUPUI and HRA have participated actively in job fairs and other recruitment venues such as Indiana Black Expo, Indiana Collegiate Job Fair, Indiana Multicultural Job Fair, College Talent Recruitment Fair, IUPUI Campus Day, and Arsenal Tech High School Career Day. Other efforts are detailed in the Unit Action Plans. Individual departments often do additional advertising in specialty publications and venues.

##### **3. Staff Training and Development**

Every supervisor is required to complete "Compliance Training," a set of six workshops totaling eight instructional hours, to ensure they are familiar with Equal Employment Opportunity and Affirmative Action, Sexual Harassment, The American with Disabilities Act, Family and Medical Leave Act, Workers Compensation, and the Fair Labor Standards Act.

Human Resource Administration offers training services designed to enhance individual

and organizational effectiveness. Courses related to employee development offer participants opportunities to build personal skills. A course in diversity awareness has been designed to explore differences in culture and understanding. Classes are available on a first-come, first-served basis to all IUPUI staff and faculty, and require no fee unless otherwise indicated. A list of course offerings can be found at <http://www.hra.iupui.edu/training/services.asp>.

4. Staff Promotions

The university supports the efforts of staff who want to acquire and improve skills that qualify them for higher level positions. Staff may obtain higher level positions through a promotion within the department or by transfer to and promotion within another department. Staff interested in a promotion or transfer must ensure that their official IU employment application and related materials (e.g. Office Skills Inventory) are current. Promotional opportunities for all non-academic positions are posted on the OLA website, except those that may be restricted to candidates from within the unit. Open posting ensures that female and minority staff members are aware of such openings.

**B. Other Activities**

1. Summary of University Action Steps

There are a number of routine continuing activities that are undertaken by various campus offices. These include maintaining awareness of the equal opportunity policy, strengthening recruitment and retention of faculty and staff, encouraging professional development and upward mobility, and reviewing practices to ensure equality in employment policies and practices.

2. Unit Action Plans

After the fall workforce reports have been prepared, the Director, Office of Equal Opportunity meets with each Dean and Vice Chancellor to discuss workforce related issues. The purpose of the meeting is two-fold: (1) to review the profile of the unit's workforce and assess the efforts and progress toward meeting previous goals and (2) to discuss the focus of the new Unit Action Plans. In addition to considering the workforce statistical data and job groups in which placement goals were identified, other measures to be addressed in this year's Unit Action Plan include: (a) outreach efforts to recruit minority and female faculty and staff, (b) professional development and progress of minority and female faculty and staff in the unit, (c) participation by staff and faculty in defined activities such as training programs that enhance the understanding of and appreciation for diversity, and (d) other measures that fairly represent efforts and activities being carried out to attain equal opportunity and affirmative action goals.



## **SECTION V**

### **INTERNAL AUDIT AND REPORTING SYSTEMS**

#### **A. Applicant Tracking for Faculty Vacancies**

When there is a vacant faculty or academic position, the departmental human resources liaison uses the Faculty Applicant Monitoring (FAM) system to add a vacancy to the database. Currently, there are approximately 200 FAM users at IUPUI. Using the FAM software, 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, and the Office of Equal Opportunity before action may be taken by the department.

Once the vacant position has been fully approved, the department can place the ad and begin entering applicants into FAM. Part of the information input into the database is the applicant's e-mail address. Using the applicant's e-mail address, the Office of Equal Opportunity sends each applicant an e-mail requesting their race, sex and other demographic information. The applicant can simply click on a link in the e-mail that takes them to the IUPUI Office of Equal Opportunity website. From there, the applicant can provide their data by filling out a web form. The data are then imported into FAM for further monitoring. The Office of Equal Opportunity 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 the Office of Equal Opportunity 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 is contacted asking that a second review be conducted of the candidate(s) materials, plus a justification for the interview decision.

#### **B. Online Applicant (OLA) Tracking System for Staff Vacancies**

In September 2002, IUPUI implemented a new applicant tracking system for staff called the "Online Applicant System" (OLA). The new system tracks each stage in the process for every applicant, and we are now able to match each applicant to particular opportunities for which he/she was considered. This has greatly improved our ability to analyze and monitor selection decisions.

To apply for a job on the IUPUI campus, interested applicants log onto 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 this new system except Service Maintenance positions which continue to be filled using a paper application.

HRA professional staff review 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 system and provides the basis for analyzing results, including impact ratio analyses by the OEO. Equally important, the OEO Employment Monitoring Specialist is involved at each step of the process and approves the requests for interview as well as the request to offer the position to the chosen candidate.

**C. Human Resources Management System (PeopleSoft)**

Indiana University adopted an Integrated Personnel Management System from PeopleSoft December 2002. This system maintains accurate and up-to-date records on all personnel activity, including hire, assignment, promotion, pay, transfer, termination and any other change in status.

## *SECTION VI* **WORKFORCE ANALYSIS**

### **A. Academic and Non-Academic Sectors**

As do most universities, IUPUI divides the workforce into two major sectors: academic (faculty) and non-academic (all other non-instructional) personnel. Separate analyses are performed because these two classes differ in fundamental ways and are, for many purposes, administered as two distinct workforces.

The academic personnel (tenured, tenure-track and non-tenure-track faculty) and other instructional staff come under the purview of the Executive Vice Chancellor and Dean of Faculties. All faculty reside in academic departments which, in turn, are clustered in academic schools. At IUPUI, the academic school structure serves as both the major organizational unit and as the “job group” for faculty, since it best reflects work content (e.g., academic discipline), pay rate, and opportunity for advancement.

All types of non-instructional staff such as professional, technical, clerical and service employees are found in every organizational unit. Non-instructional employees are governed by the policies established by Human Resources Administration. The departments in which non-instructional employees reside are managed by the respective Deans and/or Vice Chancellors.

### **B. Workforce Analysis**

Pursuant to 41 CFR 60-2.11, we have produced the Workforce Analysis for the IUPUI campus as of October 2010. Specifically, we have listed each job title, ranked from the lowest paid to the highest paid within each of our major organizational units, including unit supervisors. We have further displayed within each unit for each job title the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents who are Black, Hispanic, American Indian or Alaskan Native, and Asian or Pacific Islanders. Finally, we have also supplied a salary range for each job title. We have chosen to continue the use of this format rather than the “organizational display” (chart form) permitted in 41 CFR 60-2.11(b).

## SECTION VII JOB GROUP ANALYSIS

### A. Job Groups Identified

Pursuant to 41 CFR 60-2.12, we have established job groups at this establishment covering all job titles. Specifically, we have grouped those jobs having similar content, wage rates and opportunities. Other criteria include the relation to external availability data, organizational unit structure, and being mindful that the job groups should be sufficiently large to make for meaningful statistical analysis. As a result, we have grouped the 9,155 faculty and staff into the following 64 job groups:

**Table 1  
IUPUI Job Groups - AAP Year 2010-2011**

<b>FACULTY</b>	<b>STAFF</b>
A03-Business Faculty	E01-Executive/Managerial
A07-Dentistry Faculty	E03-Education Administrators
A09-Education Faculty	E04-Business & Finance Administrators
A11-Engineering & Tech Faculty	E05-Plant & Facilities Administrators
A13-Herron Art Faculty	P01-Math & Computing Professionals
A15-Journalism Faculty	P02-Engineers
A17-Law Faculty	P03-Life & Physical Scientists
A19-Liberal Arts Faculty	P04-Clinicians & Medical Professionals
A21-Medicine Faculty	P05-Counselors - Student Affairs
A23-Nursing Faculty	P06-Education Program & Project Coord.
A25-Optometry Faculty	P07-Arts, Media & Communications
A27-Physical Education Faculty	P08-Business & Acct.
A29-Public & Environ Affairs Faculty	P10-Administrative Assistants
A31-Science Faculty	P12-Athletic Professionals
A33-Social Work Faculty	P13-Plant & Facilities Supervisors
A35-Library Faculty	P15-Librarians, Curators & Archivists
A37-Health & Rehab Science	P17-Nurses
A39-Other Faculty, NEC	C01-Secretaries & Receptionists
A40-Columbus Faculty	C02-Bookkeeping, Acct & Billing Clerks
A41-Informatics Faculty	C03-Data Entry Clerks & Typists
A42-University College Faculty	C04-Records, Info & Filing Clerks
	C05-Tellers, Cashiers & Sales Assts
	C06-Clerical Supervisors
	C07-Library Clerks
	S01-Construction Crafts
	S02-Mechanics & Repairers
	S06-Skilled Crafts
	S07-Police & Detectives
	S18-Skilled Craft Supervisor
	T01-Math & Computing Specialists
	T02-Engineering & Electronics Techs
	T03-Science Technicians
	T05-Health Technicians
	T06-Clinical Laboratory Technicians
	T07-Technicians, NEC
	T09-Animal Technicians
	T10-Graphics, Audiovisual Tech

M02-Cleaning & Building Services  
M04-Drivers & Deliverers  
M05-Grounds Workers  
M08-Food Service Supervisor  
M10-Service Maintenance, NEC  
M19-Service Maintenance Supervisors

The Job Group Analysis, which lists in detail the number and percentage of women and minority incumbents in each job title for each job group, is separately bound.

## **SECTION VIII AVAILABILITY ANALYSIS**

### **A. Availability Methodology**

Pursuant to 41 CFR 60-2.15, we have estimated the percentages of minorities and women available for employment in each identified job group. In calculating these estimates, we have considered the following two factors: (a) the percentage of minorities or women with requisite skills in the reasonable recruitment area, and (b) the percentage of minorities or women among those promote-able and transferable within IUPUI. The recruitment area is defined as the geographical area from which we usually seek or reasonably could seek workers to fill the positions in question. The raw statistical data are multiplied by the value weights then the collective product added for each of the two factors to provide the final estimate of availability for each job group.

Factor 1 – Reasonable Recruitment Area: We have used data from the Census Bureau and the 'Survey of Earned Doctorates 1997-2006'.

Factor 2 – Promotable: An analysis showing movement by promotion and/or transfer between job groups was used to identify the primary feeder job groups. The feeder patterns were used to determine the job group and the relative weighting to be applied.

Factor 3 – Other Recruitment: For some job groups, especially faculty, sources such as membership in professional societies and other special surveys are better estimates of availability than are census data or 'Survey of Earned Doctorate' data. In those cases we predominately used Factor 3.

### **B. Sources for Raw Data**

Primary sources included the 2000 census (EEO special file), as well as survey and reports from National Center for Educational Statistics report of degrees conferred, Survey of Earned Doctorates, National Science Foundation, American Dental Association, Corporation for Professionals in Science and Technology, American Bar Association, American Association of Medical Colleges, American Library Association, College and University Personnel Association, and others. The citation of the specific sources used for each job group is shown on the set of printouts titled "Factor Components" which is separately bound.

**SECTION IX**  
**ESTABLISHING PLACEMENT GOALS**

**A. Placement Goals**

Pursuant to 41 CFR 60-2.16, we have compared the percentage employment of minorities and women in each job group with the calculated estimate of available minorities and women. Where the percentage in a particular job group is less than would reasonably be expected, we have established a “Placement Goal” equal to the calculated availability percentage.

In establishing placement goals, IUPUI has chosen to use the “80% with Whole Person Rule” for all job groups.

The following table lists job groups in which the campus-wide incumbent percentage for minorities and females is less than 80% of the availability percentage estimate. IUPUI will make a good faith effort to fill vacancies in the following job groups at the rate indicated.

**Table 2**

**IUPUI Job Groups with Placement Goals, AAP Year 2010-2011**

<i>Placement Goals</i>				
<b>Job Group</b>	<b>Female</b>	<b>Black</b>	<b>Hispanic</b>	<b>Native American</b>
Tenure/Ten-Trk Faculty & Librarians	42.0%	5.0%	4.0%	
Clinical & FT Non-Tenured Faculty			4.0%	
Other Academic: Misc. & Part-Time		5.0%	4.0%	
Executive Management	49.5%	9.9%	4.8%	
Professional Staff			1.7%	.5%
Clerical Staff				.5%
Technical Staff				
Skilled Craft	7.8%		3.6%	
Service Maintenance				1.0%

The establishment of a placement goal does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith effort. Rather, it is a technical targeting term used by affirmative action planners who seek to apply good faith efforts to increase, in the future, the percentage employment of minorities and women in the workforce.



**AFFIRMATIVE ACTION PLAN**

**FOR**

**VETERANS and People with Disabilities**



**IUPUI**  
**AFFIRMATIVE ACTION PLAN**  
**FOR VETERANS and PEOPLE WITH DISABILITIES**

October 1, 2010 – September 30, 2011

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Note: The Veterans Employment Opportunities Act of 1998 (VEOA), Public Law 105-339, effective October 31, 1998, increased the threshold for coverage under VEVRAA from a contract of \$10,000, or more to a contract of \$25,000 or more; extended the law's protections to "veterans who served on active duty during a war or in a campaign for which a campaign badge was authorized; and, provides temporary (up to one year) protection to veterans who do not have a service connected disability, did not see action in a foreign war and did not serve during the Vietnam era.

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$100,000; grants VEVRAA protection to those veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (62 Fed. Reg. 1209); changes the definition of "recently separated veteran" to include "any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty"; changes "Special Disabled Veterans" to "Disabled Veterans," expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system. The existing VEVRAA regulations do not yet reflect the changes made by the VEOA or JFVA. OFCCP is planning to publish for notice and comment regulatory provisions that reflect the new coverage threshold and the additional groups of veterans entitled to protections under VEVRAA in the very near future.

*SECTION I*  
**Title 41 CFR Section**  
60-250.44(a), 60-741.44(a)

**Equal Opportunity Policy Statement for Covered Veterans and Qualified Individuals with Disabilities**

It is the policy of Indiana University–Purdue University Indianapolis (IUPUI) not to discriminate against any employee or applicant for employment because he or she is qualified with a disability, a disabled veteran, a newly separated veteran, a campaign veteran, or an armed forces service medal veteran (i.e., qualified protected veterans). It is also the policy of IUPUI to take affirmative action to employ and to advance in employment, all persons regardless of their status as qualified individuals with disabilities or qualified protected veterans and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship, at all levels of employment.

Employees of and applicants to IUPUI will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

IUPUI is committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the university, the Director, Office of Equal Opportunity is the Equal Employment Opportunity (EEO) Manager for IUPUI. One of the Director's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of IUPUI's programs.

In furtherance of IUPUI's policy regarding Affirmative Action and Equal Employment Opportunity, IUPUI has developed a written Affirmative Action Program which sets forth the policies, practices and procedures which IUPUI is committed to applying in order to ensure that its policy of non-discrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Program is available for inspection by any employee or applicant for employment upon request, during normal business hours, in the Office of Equal Opportunity. Interested persons should contact the Office of Equal Opportunity at (317) 274-2306 for assistance.

*SECTION II*  
**Title 41 CFR Section**  
60-250.44(b), 60-741.44(b)

**Review of Personnel Processes**

IUPUI has reviewed its personnel processes to determine whether its present procedures assure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities and qualified protected veterans. This review covered all procedures related to the filling of job vacancies either by hire or by promotion, as well as all training opportunities offered or made available to employees.

In determining the qualifications of veterans, IUPUI limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record, which is relevant to the specific job qualifications for which the veteran is being considered.

Based upon IUPUI's review of its personnel processes, IUPUI will modify the personnel processes when necessary, and will include the development of new procedures in this Affirmative Action Program to ensure equal employment opportunity. To date, no modifications have been necessary.

*SECTION III*  
**Title 41 CFR Section**  
60-250.44(c), 60-741.44(c)

**Review of Physical and Mental Job Qualification Standards**

The physical and mental job qualifications of all jobs are reviewed on an ongoing basis to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities and qualified disabled veterans, job qualifications are consistent with business necessity and the safe performance of the job. This responsibility is delegated to Human Resources Administration.

No qualification requirements were identified which had a screening effect. All job qualification requirements were found to be job-related and consistent with business necessity and safety.

IUPUI will continue to review physical and mental job qualification requirements whenever a job is vacated and the university intends to fill it, through either hiring or promotion, and will conduct a qualifications review whenever job duties change.

If at any time in the future, IUPUI should inquire into an employee's physical or mental condition or should conduct a medical examination prior to a change in employment status, IUPUI affirms that information obtained as a result of the inquiry will be kept confidential, except as otherwise provided for in the Section 402 regulations.

*SECTION IV*  
**Title 41 CFR Section**  
60-250.44(d), 60-741.44(d)

**Reasonable Accommodation to Physical and Mental Limitations**

IUPUI commits to making a reasonable accommodation to the known physical and mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless such accommodation would impose an undue hardship on the conduct of its business. In determining the extent of its obligation, IUPUI will consider business necessity and financial costs and expenses, among other factors. The Director, Office of Equal Opportunity cooperates with the Directors of the Adaptive Educational Services, Human Resources Administration, and Occupational Health Services to determine the need for reasonable accommodations.

*SECTION V*  
**Title 41 CFR Section**  
60-250.44(e), 60-741.44(e)

**Harassment Prevention Procedures**

The Office of Equal Opportunity monitors University compliance with federal and state affirmative action and nondiscrimination laws and regulations. This includes monitoring institutional employment practices, as well as investigating and resolving discrimination and harassment complaints. Individuals who believe they have been unlawfully harassed or discriminated against are encouraged to contact the office. The University's equal opportunity and anti-harassment policies and related positions include:

- IUPUI Equal Opportunity Policy
- IUPUI Sexual Harassment Policy
- IUPUI Nondiscrimination Policy for People with Disabilities
- - Equal Employment Opportunity Policy
  - Equal Educational Opportunity Policy
  - Anti-Harassment Policy
  - Sexual Harassment
  - Retaliation
  - Filing a Complaint

Federal and State Regulatory Agencies

- Equal Employment Opportunity Commission (EEOC)
- U.S. Department of Labor - Office of Federal Contract Compliance Programs (OFCCP)
- American Association of Affirmative Action
- Office for Civil Rights
- Indiana Civil Rights Commission

Any employees or applicants who feel that they have been subject to harassment, intimidation, threats, coercion, or discrimination because of their disability or status as a qualified protected veteran should contact the Office of Equal Opportunity at (317) 274-2306 for assistance. This policy is communicated to all employees and students through ongoing training, on our website, and via promotional materials disseminated or placed on bulletin boards campus-wide.

*SECTION VI*  
**Title 41 CFR Section**  
60-250.44(f), 60-741.44(f)

**External Dissemination of Policy, Outreach, and Positive Recruitment**

All recruiting sources, including State employment agencies, educational institutions, and social service agencies have been informed of the university's policy concerning the employment of qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.

A copy of IUPUI's Affirmative Action Policy for qualified protected veterans is provided to the State Employment Service annually.

IUPUI participates in local job fairs sponsored by support groups for qualified protected veterans.

*SECTION VII*  
**Title 41 CFR Section**  
60-250.44(g), 60-741.44(g)

**Internal Dissemination of Policy**

Copies of our affirmative action programs will be made available for inspection to any employee or applicant upon request to promote understanding, acceptance and support. Policies are re-emphasized to managers and supervisors annually during dissemination of Unit's AAP goals, through other relevant interactions, as well as in online training.

IUPUI's Affirmative Action policy and the EEO poster are posted on bulletin boards located throughout our facilities and office work areas.

All applicants who believe they are a qualified individual with a disability, as defined in Section 503 of the Rehabilitation Act of 1973, as amended, or who are a qualified protected veteran under the equal employment opportunity provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, are invited to identify themselves if they wish to benefit under this affirmative action program. Employees may self-identify at anytime.

Training sessions are conducted annually for managers and supervisors to review the applicable regulations and to discuss such affirmative action measures as training and reasonable accommodation.

When making internal Equal Opportunity audits, implementation of this affirmative action program will be reviewed.

Articles (and pictures) regarding accomplishments of employees who are qualified protected veterans are included in university and/or facility publications.



**SECTION VIII**  
**Title 41 CFR Section**  
**60-250.44(h), 60-741.44(h)**

**Audit and Reporting Systems**

The Director, Office of Equal Opportunity has the responsibility for developing and preparing the formal documents of the AAP. The Director is also responsible for:

- The effective implementation of the AAP; however, responsibility is likewise vested with each department manager and supervisor. IUPUI's audit and reporting system is designed to:
  - Measure the effectiveness of the AAP/EEO program;
  - Document personnel activities;
  - Determine the degree to which the program's objectives have been attained.
  - Measure compliance with the program's specific obligations. If the program is found to be deficient, take necessary action to bring the program into compliance.
  - Determine whether qualified veterans have had the opportunity to participate in all university-sponsored educational, training, recreational and social activities.
- Liaison with appropriate enforcement agencies
- Liaison with organizations serving veterans
- Keeping management informed
- Career counseling for covered veterans employees

The Office of Equal Opportunity in conjunction with the IUPUI Office for Veterans & Military Personnel have developed and implemented a system that periodically measures the effectiveness of our affirmative action program. This system includes the following:

- Periodically monitoring records pertaining to hiring, promotions and terminations;
- Periodically monitoring records pertaining to other selection procedures, including referrals, placements and transfers;
- Periodically monitoring records pertaining to compensation;
- Conducting scheduled internal reporting on the degree to which equal employment opportunity and organizational objectives have been established;
- Reviewing reports with all appropriate levels of management;
- Advising senior management of the affirmative action program's effectiveness; and
- Recommending to senior administrative staff methods to improve unsatisfactory affirmative action performance.

Managers and supervisors are asked to report any current or foreseeable EEO problem areas to the Office of Equal Opportunity and are asked to outline their suggestions/recommendations for solutions.

**SECTION IX**  
**Title 41 CFR Section**  
**60-250.44(i), 60-741.44(i)**

**Responsibility for Implementation of AAP**

The Chancellor

The Chancellor of IUPUI has responsibility as the chief-on-site manager for equal opportunity and the Affirmative Action Program for the employees covered under this AAP.

Compliance Coordinator (Director, Office of Equal Opportunity)

The Chancellor has delegated authority for coordination and implementation of the Affirmative Action Program to the Director, Office of Equal Opportunity as the Compliance Coordinator. The Compliance Coordinator has the responsibility for integrating the efforts of the University's officials, managers, supervisors, faculty and staff to achieve the following activities and processes:

1. Being conversant with laws and regulations of federal, state, and local governments, which pertain to equal employment and educational opportunity, nondiscrimination, and affirmative action.
2. Informing members of the University community of their rights and responsibilities under legal guidelines and of recent developments regarding affirmative action.
3. Developing appropriate policy statements on affirmative action
4. Investigating employment discrimination complaints against the University in accordance with policies passed by the Board of Trustees.
5. Investigating sexual and racial harassment complaints in accordance with the harassment policies passed by the Board of Trustees.
6. Preparing reports required by federal enforcement agencies.
7. Carrying out other activities related to affirmative action as directed by the Chancellor.
8. Conducting or participating in in-depth analyses of the total employment process to determine whether and where impediments to equal employment opportunity exist.
9. Implementing and auditing a reporting system, including the annual internal review process, to evaluate the ongoing effectiveness of the Affirmative Action Program.
10. Monitoring records of applicants, placements, transfers, promotions and separations at all levels to ensure conformance with non-discriminatory policy.
11. Requiring reports from operating units that indicate progress toward established goals.
12. Serving as liaison between IUPUI and enforcement agencies.
13. Serving as liaison between IUPUI and organizations for qualified individuals with disabilities.

In conjunction with other areas:

1. An invitation periodically will be extended to all employees to determine the status of potential for promotion and/or transfer of disabled individuals and covered veterans presently employed.
2. A review of personnel records will be conducted to identify and determine the status and potential for promotion of disabled individuals and covered veterans
3. Job descriptions will be reviewed to include realistic physical and mental qualifications that are necessary for successful job performance and safety
4. Employment practices, i.e. transfers, promotions, etc. will be reviewed to eliminate potential barriers to individuals with disabilities and covered veterans. In addition, liaisons will be maintained with government agencies and officials and other organizations concerned with affirmative action programs and individuals with disabilities.

#### Human Resources Administration

Human Resources Administration is responsible for ensuring that all personnel practices provide full and fair consideration of all applicants, employees with disabilities, and covered veterans for placement and training, and in all other personnel actions, and that such practices do not perpetuate discriminatory stereotypes. Human Resources responsibility also includes:

1. The implementation of the policies and practices relating to the compensation, recruiting, screening, upgrading and rehiring of employees is assigned to Assistant Vice Chancellor, Human Resources.
2. Advising and encouraging employees to participate in University-sponsored educational, training, recreational and social activities or related programs. Encourage the use of the University's Tuition Fee Waiver Program.
3. Assuring that career counseling is made available to all employees.
4. Meeting formally with the University's officials to review human resource matters. These matters include problem areas, compensation, hiring, promotion and separation practices.

Managers and supervisors are advised annually of their responsibilities under the campus AAP for covered veterans and of their obligations to:

1. Review the campus Affirmative Action policy for covered veterans with subordinate managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Assist in the identification of problem areas, formulate solutions and establish departmental goals and objectives when necessary;
3. Review the qualifications of all applicants and employees to ensure qualified veterans are treated in a nondiscriminatory manner when hire, promotion, transfer and termination actions occur; and
4. Review all employees' performance to ensure that non-discrimination is adhered to in all personnel activities.

*SECTION X*  
**Title 41 CFR Section**  
60-250.44(j), 60-741.44(j)

**Training to Ensure AAP Implementation**

Training is provided to all personnel involved in the recruitment, screening, hiring, promotion, disciplinary and related employment processes, to ensure that the commitments made in IUPUI's AAP are implemented. Training is provided on an ongoing basis.

*SECTION XI*  
**Title 41 CFR Section**  
**60-250.42, 60-741.42**

**Invitation to Self-Identify for Covered Protected Veterans and People with Disabilities**

Applicants who have been made a job offer may voluntarily identify themselves as disabled or indicate their veteran status after that job offer has been made and before employment begins. At that time, they may also indicate a desire to be covered under an Affirmative Action Program. These individuals are also informed that they may notify the University at any time in the future of their desire to be covered under an Affirmative Action Program.

An invitation to self-identify is periodically extended to all employees to determine the status of potential for promotion and/or transfer of disabled individuals and covered veterans presently employed. The opportunity to self-identify is also included in the University's Application for Employment. The University's self-identification form is on the following page.

A written copy of this Affirmative Action Program is available for inspection by any employee or applicant for employment, during normal business hours, in the Office of Equal Opportunity. Interested persons should contact the Office of Equal Opportunity at (317) 274-2306 for assistance.

## Invitation to Self-Identify for Qualified Protected Veterans

1. IUPUI is a federal contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, which requires federal contractors to take affirmative action to employ and advance in employment qualified disabled veterans and qualified protected veterans.
2. **An invitation to veterans of the Vietnam era only:** If you are a veteran of the Vietnam era, we would like to include you under our affirmative action program. If you would like to be included under the affirmative action program, please tell us. The term "veteran of the Vietnam era" refers to a person who served on active duty for a period of more than 180 days, and was discharged or released there from with other than a dishonorable discharge, if any part of such active duty occurred in the Republic of Vietnam between February 28, 1961, and May 7, 1975 or between August 5, 1964, and May 7, 1975, in all other cases. The term also refers to a person who was discharged or released from active duty for a service connected disability if any part of such active duty was performed in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or between August 5, 1964, and May 7, 1975, in all other cases.

**An invitation to qualified disabled veterans only:** If you are a qualified special disabled veteran, we would like to include you in our affirmative action program. If you would like to be included under the affirmative action program, please tell us. This information will assist us in placing you in an appropriate position and in making accommodations for your disability. The term "qualified special disabled veteran" refers to a veteran who is entitled to compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Department of Veterans Affairs for a disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined by the Department of Veterans Affairs to have a serious employment handicap. The term also refers to a person who was discharged or released from active duty because of a service-connected disability.

**An invitation to both (1) veterans of the Vietnam era and (2) qualified disabled veterans:** If you are a veteran of the Vietnam era or a qualified special disabled veteran, we would like to include you under our affirmative action program. If you would like to be included under the affirmative action program, please tell us. The term "veteran of the Vietnam era" refers to a person who served on active duty for a period of more than 180 days, and was discharged or released there from with other than a dishonorable discharge, if any part of such active duty occurred in the Republic of Vietnam between February 28, 1961, and May 7, 1975 or between August 5, 1964, and May 7, 1975, in all other cases. The term also refers to a person who was discharged or released from active duty for a service connected disability if any part of such active duty was performed in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or between August 5, 1964, and May 7, 1975, in all other cases. The term "qualified special disabled veteran" refers to a veteran who is entitled to compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Department of Veterans Affairs, for a disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined by the Department of Veterans Affairs to have a serious employment handicap. The term also refers to a person who was discharged or released from active duty because of a service-connected disability.

3. You may inform us of your desire to benefit under the program at this time and/or at any time in the future.
4. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are not inconsistent with the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended.
5. The information you submit will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of qualified disabled veterans, and

regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if you have a condition that might require emergency treatment; and (iii) government officials engaged in enforcing laws administered by OFCCP, or enforcing the Americans with Disabilities Act, may be informed.

6. If you are a qualified special disabled veteran it would assist us if you tell us about (i) any special methods, skills, and procedures which qualify you for positions that you might not otherwise be able to do because of your disability so that you will be considered for any positions of that kind, and (ii) the accommodations which we could make which would enable you to perform the job properly and safely, including special equipment, changes in the physical layout of the job, elimination of certain duties relating to the job, provision of personal assistance services or other accommodations. This information will assist us in placing you in an appropriate position and in making accommodations for your disability.
7. A written copy of this Affirmative Action Program is available for inspection by any employee or applicant for employment, during normal business hours, in the Office of Equal Opportunity. Interested persons should contact the Office of Equal Opportunity at (317)274-2306 for assistance.

**Note: Paragraph 6 (ii) above will be omitted if this invitation to self-identify is being extended prior to an offer of employment. This avoids conflict with EEOC's guidance under the ADA, which in most cases precludes asking a job applicant about potential reasonable accommodations prior to a job offer being made.**

### Invitation to Self-Identify for People with Disabilities

1. IUPUI is a Government contractor subject to section 503 of the Rehabilitation Act of 1973, as amended, which requires Government contractors to take affirmative action to employ and advance in employment qualified people with disabilities.
2. If you have a disability and would like to be considered under the affirmative action program, please tell us.
3. You may inform us of your desire to benefit under the program at this time and/or at any time in the future. This information will assist us in placing you in an appropriate position and in making accommodations for your disability.
4. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are not inconsistent with Section 503 of the Rehabilitation Act.
5. Information you submit about your disability will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of qualified people with disabilities, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if the condition might require emergency treatment; and (iii) government officials engaged in enforcing laws administered by OFCCP or the Americans with Disabilities Act, may be informed.
6. If you are a qualified individual with a disability, we would like to include you under the affirmative action program. It would assist us if you tell us about (i) any special methods, skills, and procedures which qualify you for positions that you might not otherwise be able to do because of your disability so that you will be considered for any positions of that kind, and (ii) the accommodations which we could make which would enable you to perform the job properly and safely, including special equipment, changes in the physical layout of the job, elimination of certain duties relating to the job, provision of personal assistance services or other accommodations.
7. A written copy of this Affirmative Action Program is available for inspection by any employee or applicant for employment, during normal business hours, in the Office of Equal Opportunity. Interested persons should contact the Office of Equal Opportunity at (317)274-2306 for assistance.

**Note: Paragraph 6 (ii) above will be omitted if this invitation to self-identify is being extended prior to an offer of employment. This avoids conflict with EEOC's guidance under the ADA, which in most cases precludes asking a job applicant about potential reasonable accommodations prior to a job offer being made.**



## **APPENDICES**

Appendix A – IUPUI Equal Opportunity Policy Statement

Appendix B – OEO Council Members

Appendix C – Employment Statistics

# **Appendix A**

## **EEO Policy Statement**

# EQUAL OPPORTUNITY POLICY

*Memorandum to IUPUI Faculty, Staff, and Students from Chancellor Charles R. Bantz on May 1, 2004*

At IUPUI, diversity means three things:

- (1) diversity is an educational and social asset to be reflected in our learning and work objectives;
- (2) the persons who comprise our academic community reflect both the current diversity of our service region as well as the evolving demographics of a state and city that aspire to participate fully in a global society; and
- (3) IUPUI's social and physical environment will enable all of its members to succeed to the fullest extent of their potential.

*(Vision for Diversity at IUPUI, Adopted 2001)*

Having diversity in classrooms, research labs, clinical practice settings, and places of work are essential to the fundamental work of the university. If students are to learn, they must be encouraged to ask questions, seek knowledge from those with whom they disagree, and take part in open and honest debate. The ability to learn from and use diverse perspectives is instrumental to constructive problem solving and good citizenship, so it is essential that the campus have an environment that encourages interaction among individuals of diverse backgrounds. Our employees, too, expect and deserve to work in a healthy, supportive atmosphere that respects differences.

To help accomplish this, the Trustees of Indiana University adopted an equal opportunity/affirmative action policy that is based on resolutions dating from 1969 and reaffirmed unanimously in 1995. The trustees stated, "In reaffirming this policy, which has served us well, we must advocate and perpetuate performance which reflects this commitment. We must and will hold ourselves accountable for our decision and action."

Each year, IUPUI reaffirms its commitment to this policy and to observing requirements embodied in federal and state laws, executive orders, guidelines and regulations designed to promote affirmative action and assure equal opportunity. As part of that reaffirmation, we expect deans, directors, and others who have administrative responsibility and authority to carry out the policies of the trustees and to pursue our shared diversity goals effectively. In addition, individual employees are to display an attitude of collaboration and cooperation by performing their duties in a manner that clearly reflects the principle of equal opportunity in every aspect of university life.

Our policy at IUPUI prohibits discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability or status as Vietnam-era or special disabled veterans. We will continue to promote and provide equal opportunity in education and training programs, employment, admissions, and all other activities for faculty, staff, and students. All personnel actions, such as compensation and fringe benefits, transfer, promotion, training for employees, as well as all university-sponsored social and recreational programs, will be administered in accordance with our equal opportunity policies.

I have assigned responsibility for communicating, interpreting and monitoring this equal opportunity policy to Kim D. Kirkland, who directs the Office of Equal Opportunity at IUPUI. This office maintains a comprehensive program which has been accepted by all relevant agencies of the federal government. It is located in the Union Building, 620 Union Drive, Room 117. For copies of the official university policies, for information on these policies, or for complaint procedures, call (317) 274-2306.

# **Appendix B**

## **OEO Council Members**

## IUPUI Office of Equal Opportunity Equal Opportunity Council Members

Within each academic unit (School) or major organizational unit a representative has been identified by the Dean or key administrative officer to serve as a member of the IUPUI Affirmative Action Council. Each member of the Council serves as a 'unit liaison' to the Office of Equal Opportunity by providing assistance to their respective units with implementing the university's search and screen procedures and helping to increase the sensitivity to and understanding of constituent units to the importance of affirmative action and other related matters. Council members serve in an advisory capacity to the Office of Equal Opportunity and the Chancellor on equal opportunity/affirmative action issues. The Council meets monthly from September through May.

<i>Name</i>	<i>Unit/School</i>
<b>King, Pam</b>	Adaptive Education Services (AES)
<b>Robinson, Katie</b>	Campus Center, Div of Student Life
<b>Staashelm, Jennifer</b>	Center on Philanthropy
<b>Durgans, Ken</b>	Diversity/Equity/Inclusion
<b>Espada, Angela</b>	Diversity/Equity/Inclusion
<b>Lewis-Powell, Tralicia</b>	Division of Student Life
<b>Posch, Marty</b>	External Affairs
<b>Rhodes, Dawn</b>	Finance and Administration
<b>Booram, Brit</b>	Herron School of Art
<b>Murdock, Cynthia</b>	Honors College
<b>Chand, Neelam</b>	Human Resources Administration
<b>Betts, Renee</b>	Life Learning
<b>Bryant, Zephia</b>	Multicultural Center
<b>Kirkland, Kim</b>	Office of Equal Opportunity
<b>Watkins, Marguerite</b>	Office of Equal Opportunity
<b>Foreman, Margo</b>	Office of Equal Opportunity
<b>Morgan, Rick</b>	Office of Equal Opportunity
<b>Pickering, Pam</b>	Office of Equal Opportunity
<b>Grove, Kathleen</b>	Office For Women
<b>Hendricks, Sherri</b>	School of Business
<b>Kasberg, Robert</b>	School of Dentistry
<b>Hatcher, Elizabeth</b>	School of Dentistry
<b>Lands, Claudette</b>	School of Education
<b>Houser, Linda</b>	School of Education
<b>White, Samuel</b>	School of Engineering
<b>Gryszowka, M. Chris</b>	School of Health & Rehab Sci
<b>Quiroz, Gloria</b>	School of Informatics
<b>Perkins, Deb</b>	School of Journalism
<b>Lopez, Maria</b>	School of Law
<b>Peterman, Sharon</b>	School of Liberal Arts
<b>Wokeck, Marianne</b>	School of Liberal Arts
<b>Hollcraft, Melanie</b>	School of Library & Info Science
<b>Rausch, George</b>	School of Medicine
<b>Jackson, Michael</b>	School of Medicine
<b>Peters, David</b>	School of Music
<b>Weiss, William A</b>	School of Nursing

<b>Jones, Elizabeth</b>	School of Physical Education
<b>Jones, Diana</b>	School of Public & Env Affairs
<b>Allard, Debbie</b>	School of Science
<b>Flynn, Cathy</b>	School of Social Work
<b>Minglin, Mark</b>	University College
<b>Niarchos, Panos</b>	University Information Tech
<b>Daniels-Howell, Todd</b>	University Libraries
<b>Banerjee-Stevens, Juni</b>	School of Nursing
<b>Gladden, James</b>	School of Physical Education

# Appendix C

## Employment Statistics

- Chart 1 – Campuswide Male/Female Employment (October 2010)
- Chart 2 – Campuswide Male/Female Employment by Academic/Non-Academic Status (October 2010)
- Chart 3 – Campuswide Male/Female Employment Headcount by EEO Job Group (October 2010)
- Chart 4 – Male/Female Employment by Unit (October 2010)
- Chart 5 – Campuswide Male/Female Employment Percentage by EEO Job Group (October 2010)
- Chart 6 – Campuswide Employment by Race/Ethnicity (October 2010)
- Chart 7 – Minority/Non-Minority Employment by Academic/Non-Academic Status (October 2010)
- Chart 8 – Minority/Non-Minority Employment by EEO Job Group (October 2010)
- Chart 9 – Campuswide Minority/Non-Minority Employment Headcount by EEO Job Group (October 2010)

Chart 1 – Campuswide Male/Female Employment (October 2010)

### Male/Female Employment

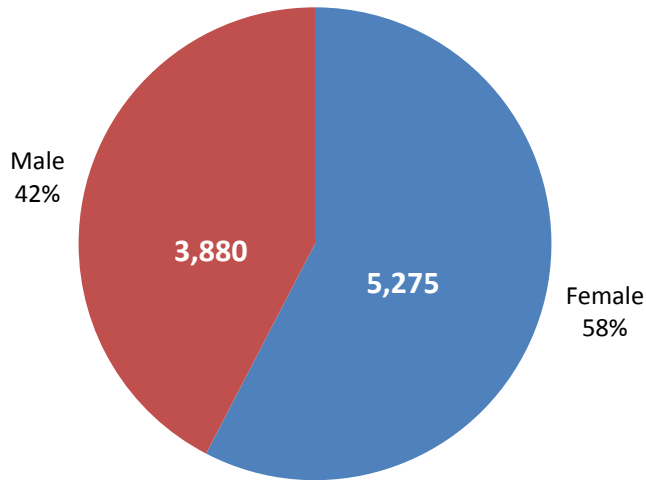


Chart 2 – Campuswide Male/Female Employment by Academic/Non-Academic Status (October 2010)

### Male/Female Comparison (Academic vs. Non-Academic)

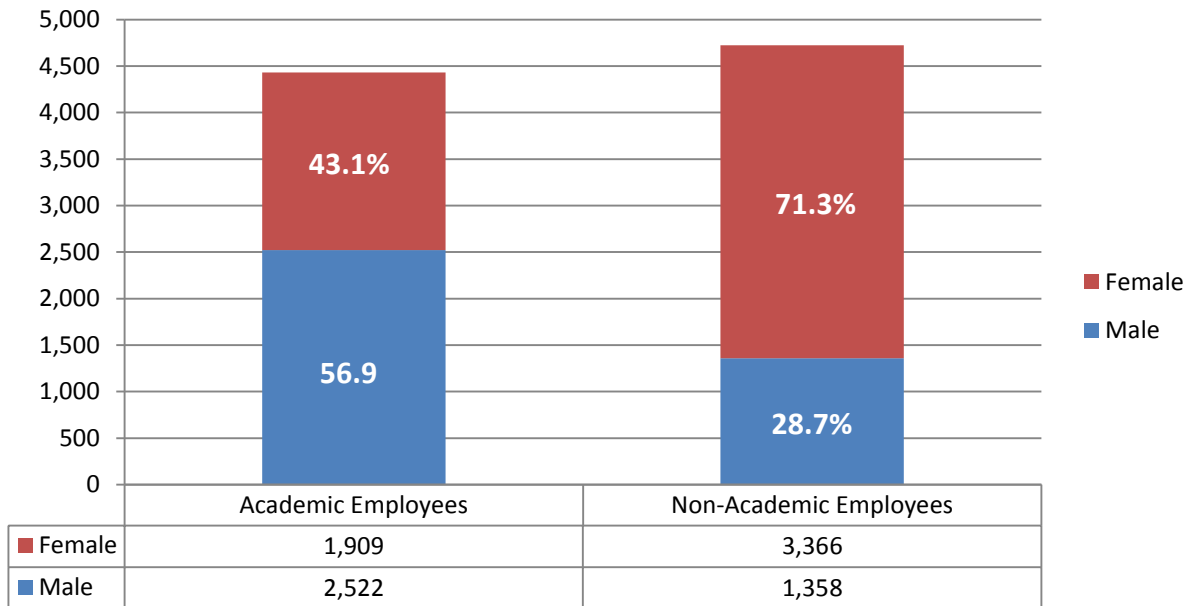
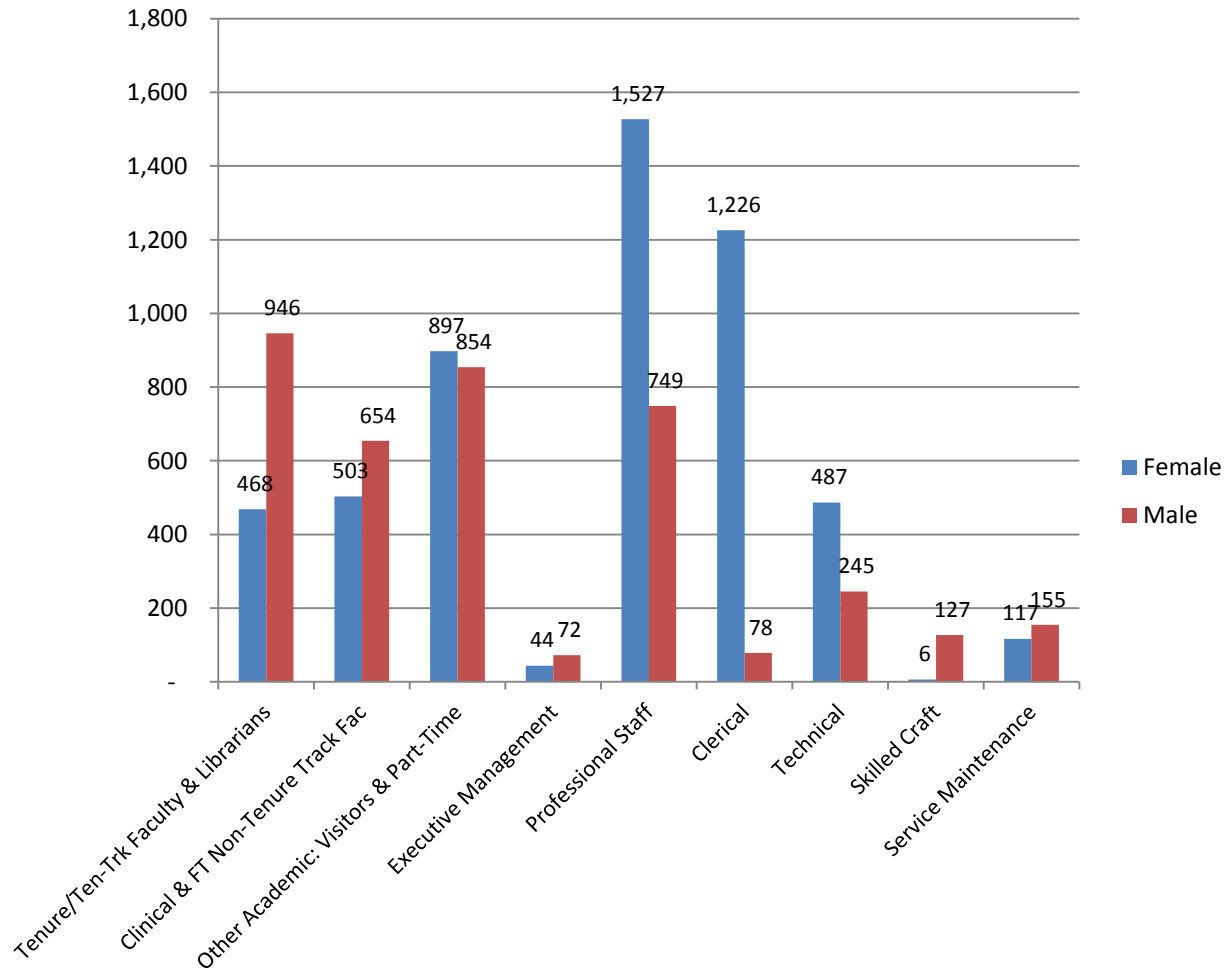




Chart 3 – Campuswide Male/Female Employment Headcount by EEO Job Group (October 2010)

## Male/Female Employment by EEO Job Group



The EEO job groups identified in Chart 3 above are created by combining the 64 individual job groups defined in Table 1 (page 16 of this document) into the nine functional areas listed in the chart. These nine EEO categories are the basis for much of the AAP analyses. It should be noted that category of Executive Management includes only the E01 job group from page 16. Of the 116 employees in that group 109 (94%) are academic employees.

Chart 4 – Male/Female Employment by Unit (October 2010)



Chart 5 – Campuswide Male/Female Employment Percentage by EEO Job Group (October 2010)

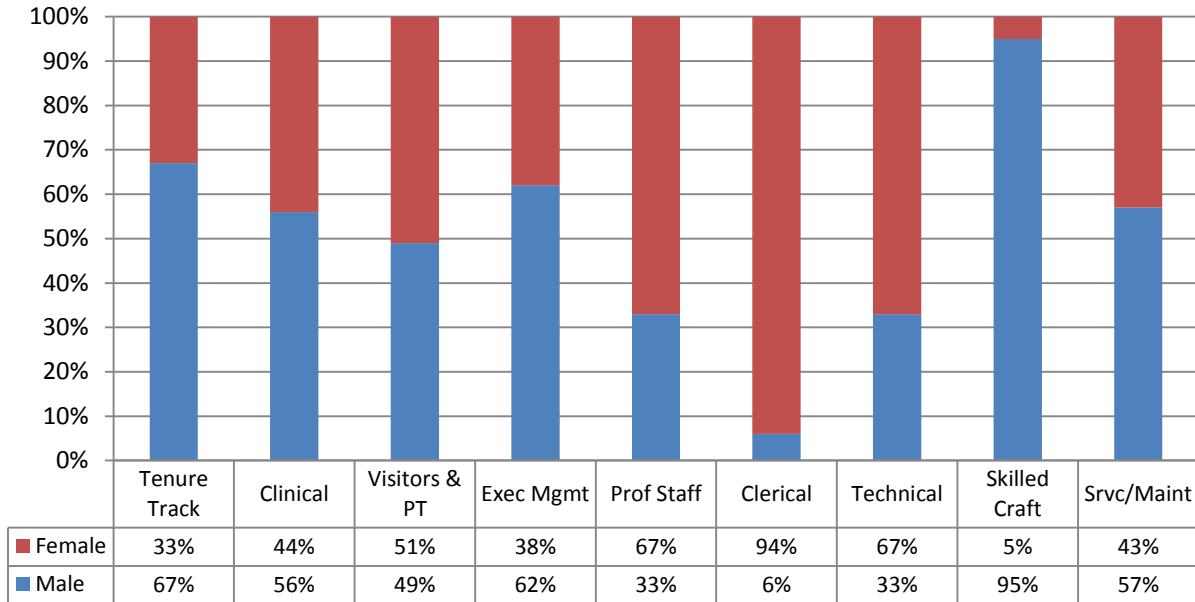


Chart 6 – Campuswide Employment by Race/Ethnicity (October 2010)

### Employment by Race/Ethnicity

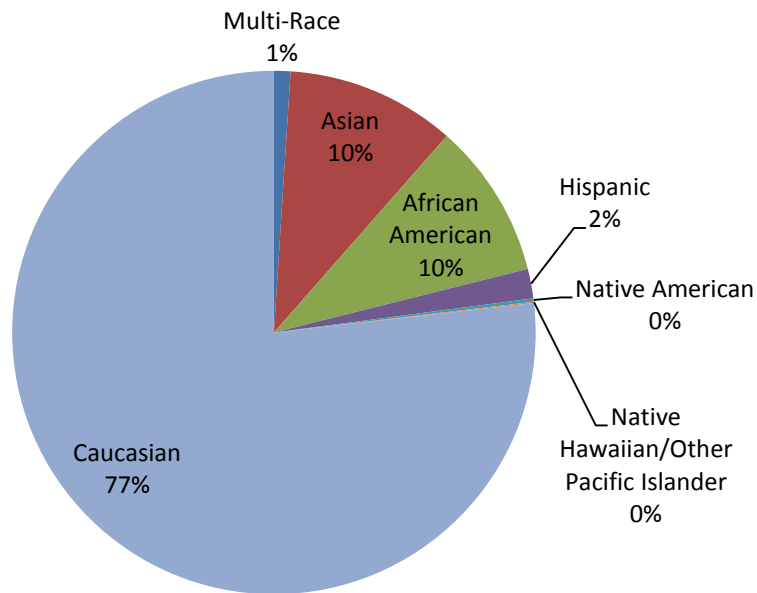


Chart 7 – Minority/Non-Minority Employment by Academic/Non-Academic Status (October 2010)

### Minority/Non-Minority Comparison

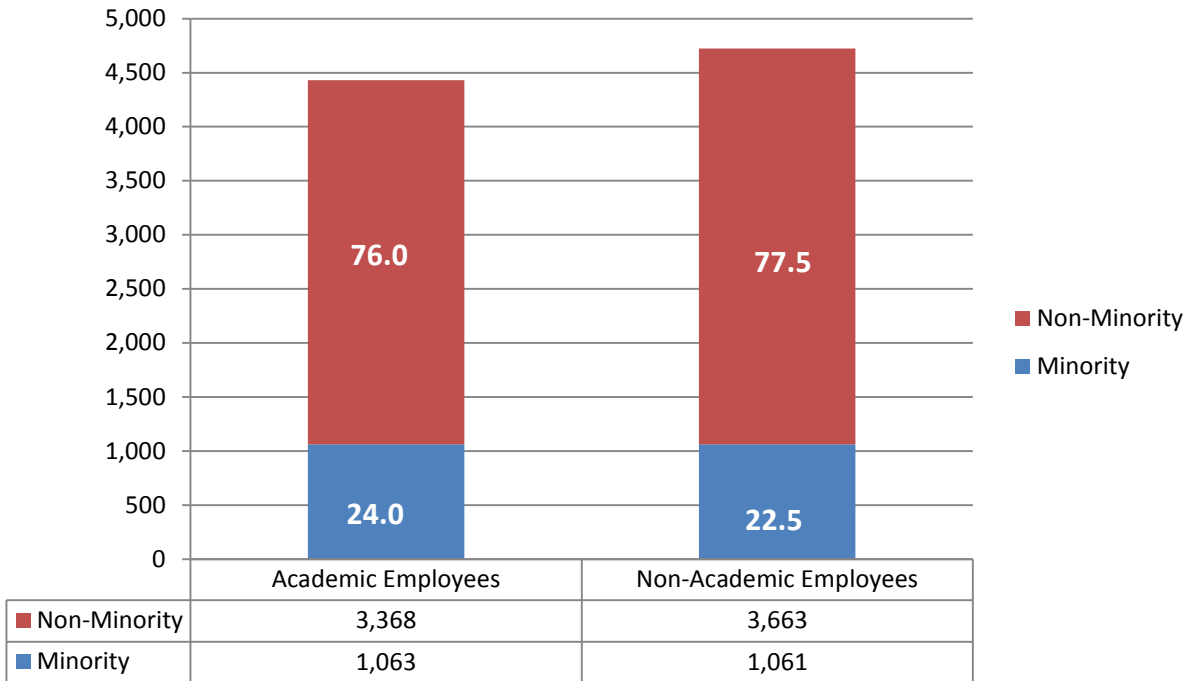


Chart 8 – Minority/Non-Minority Employment by EEO Job Group (October 2010)

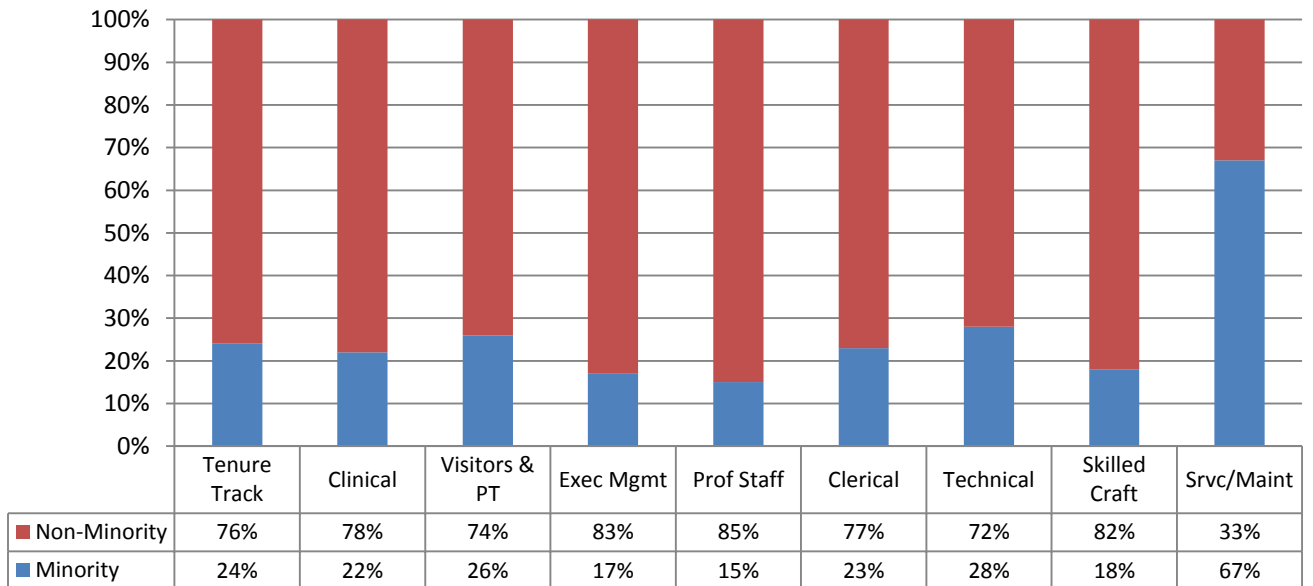


Chart 9 – Campuswide Minority/Non-Minority Employment Headcount by EEO Job Group (October 2010)

