



PURDUE UNIVERSITY NORTHWEST

AFFIRMATIVE ACTION PLAN

for Minorities
and Women



**October 2023 - September 2024
Hammond Campus**

November 15, 2023

Dear Members of the Purdue University Community,

As president of Purdue University, it is my responsibility and privilege to reaffirm the university's unwavering commitment to Equal Opportunity, Equal Access, and Affirmative Action – all the principles as stated in the university policy of the same name. In making this statement, I echo the action of the Board of Trustees at its meeting on January 21, 1970:

The University is committed to maintaining an inclusive community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that variety among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Acts of discrimination against any individual or group are wrong because they foster intolerance, incivility, and intimidation. The University does not condone and will not tolerate discrimination, harassment or intimidation of any individual in the University community for any reason. The University, through its actions, seeks to assure all its members of their rights to protections from the harmful effects of discrimination. . . . [The] University promotes the full realization of equal employment opportunity through its affirmative action program.

The President of the University is charged with overall responsibility for nondiscrimination and equal opportunity.

In the half century since those words were affirmed by the Board of Trustees, the ideals on which they are based have been built upon with the issuance of the Nondiscrimination Policy Statement and several amendments. Purdue University prohibits discrimination on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. Because Purdue is a federal government contractor, we must develop and maintain a written affirmative action program regarding our employment practices.

The university's written affirmative action plans are updated and published on an annual basis. Each year, Purdue publishes the Affirmative Action Plan for Minorities and Women as well as the Affirmative Action Plan for Veterans and Individuals with Disabilities. The Executive Vice Presidents, Vice Presidents, Vice Provosts, Deans, Directors, and Heads of units are responsible for promoting equal employment opportunity and for making good faith efforts to achieve equal employment opportunity.

Purdue University's affirmative action program does not relate in any manner to the admission of students. Anyone seeking information regarding affirmative action in employment should consider reviewing the U.S. Department of Labor, Office of Federal Contract Compliance Program's website. Anyone seeking information concerning Purdue's Affirmative Action Programs should contact the Office of the Vice President for Ethics and Compliance by telephone, 765-494-5830, or by email, compliance@purdue.edu. The Office of the Vice President for Ethics and Compliance is located on the 10th floor of Ernest C. Young Hall, 155 S. Grant Street, West Lafayette, Indiana.

The Purdue community includes students, faculty, and staff from so many different backgrounds. We will continue to create a welcoming and supportive environment for all.

Ever grateful, ever true,



Mung Chiang
President

Roscoe H. George Distinguished Professor of Electrical and Computer Engineering

November 15, 2023

To All Members of the Purdue University Community:

The success of Purdue University's affirmative action program and policies of equal access and equal employment opportunity is dependent upon each of us. As Purdue's Equal Opportunity Officer, I have direct responsibility for ensuring that our equal access and equal opportunity employment policies are followed and the Affirmative Action Plans are implemented in good faith in accordance with the requirements of Executive Order 11246, as amended, the Rehabilitation Act of 1973, as amended, and 38 U.S.C. Section 4212, as well as the implementing regulations of each.

The University believes that adherence to its Affirmative Action Plans will enable our faculty, staff, and students to live and work in an inclusive environment. These Affirmative Action Plans cover policies and procedures necessary to make this happen, which include the following:

- ensuring that all employment decisions, including recruitment, hirings, terminations, promotions, and training, are made in accordance with federal and state laws, regulations and orders without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran;
- maintaining an environment where applicants and employees are not subject to discrimination, harassment, intimidation, threats, or coercion if they file a complaint, assist or participate in an investigation or any other activity related to the administration of these Plans, oppose any act or practice prohibited by the laws and regulations that govern these Plans, or exercise any other rights protected under the Plans' governing laws and regulations;
- educating employees and meeting regularly with supervisors and search committees regarding our equal access/equal employment opportunity and affirmative action policies; and
- distributing information about equal access/equal opportunity employment and affirmative action policies.

My department audits and monitors procedures, practices, and progress toward our goals and reports potential problems to me. The University will investigate circumstances of possible discrimination or harassment and will take appropriate action to correct any problems that may exist.

Thank you for your continued support of Purdue's quest for academic excellence and equitable treatment of all members of the Purdue community.

Very truly yours,



Alysa Christmas Rollock
Vice President for Ethics and Compliance



PURDUE UNIVERSITY NORTHWEST

Office of the Chancellor

November 2023

To All Members of the Purdue University Northwest Community:

Purdue University Northwest (PNW) is proud to be one of the most diverse public institutions of higher learning in the state of Indiana. PNW's undergraduate student population, as of fall 2023, includes more than 25% Hispanic students and over 11% Black or African American students. PNW is an emerging Hispanic-Serving Institution and anticipates future designation by the U.S. Department of Education.

As a premier metropolitan university serving an increasingly diverse student population, we are committed to creating an inclusive and welcoming environment on our campuses that encourages the development of new ideas, innovation, and discovery by understanding and celebrating the unique backgrounds of every person in our university community.

To further promote diversity university-wide through affirmative action and equal employment opportunity, we are disseminating Purdue University Northwest's Affirmative Action Plan. The plan describes the policies and procedures that members of PNW's faculty and staff on both campuses will follow in meeting legal and ethical affirmative action responsibilities.

The plan is available through the website of the Office of Institutional Equity, and in hard copy in Room 218 of Lawshe Hall on the Hammond Campus and Schwarz Hall Room 160 on the Westville Campus.

While vice chancellors, deans, directors and department chairs are responsible for the personnel practices of their units, all faculty and staff members are expected to be aware of Purdue Northwest's commitment to affirmative action, and to promote it in appropriate circumstances.

Each of us shares in the responsibility of making our campuses vibrant and welcoming with ongoing dialogue, programming, and activities that celebrate diversity of race, gender, culture, and identity. When we, as Purdue Northwest, are committed to inclusivity, recognizing the treasures and inherent worth of every person, we foster among ourselves, our students and our community the sensitivity and mutual respect required to enable each person to reach his or her potential.

Sincerely,

A handwritten signature in black ink that reads 'Thomas L. Keon'. The signature is fluid and cursive, with a large initial 'T'.

Thomas L. Keon
Chancellor

Table of Contents

PART I STATEMENT OF PURPOSE

A. Purpose and Applicability of the Affirmative Action Plan	1
B. Definitions	2
C. Equal Employment Opportunity Objectives	3

PART II RESPONSIBILITY FOR IMPLEMENTATION AND REAFFIRMATION OF POLICY

A. Designation of Responsibility	4
----------------------------------	---

PART III ORGANIZATIONAL DISPLAY

Hammond Campus Profile	7
Unified Campus Profile	8

PART IV JOB GROUP ANALYSIS

A. EEO-6 Categories	9
B. Job Groups (AAP Codes)	9
C. Placement of Incumbents in Job Groups	10
D. Determination of Availability	15
E. Dissemination of Placement Goals to Units	16
F. Corporate Selection Decisions	16
G. Comparing Incumbency to Availability	17
H. Placement Goals	20

PART V IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTION

A. Workforce Array and Workforce Analysis	21
B. Job Group Analysis	28
C. Evaluation of Selection Process	28
D. Recruitment	30
E. Composition of Applicant Pools	31
F. Salary Studies	31
G. Benefits	32
H. Seniority Practices, Union Agreements and Lines of Progression	32
I. Apprenticeship Programs	32
J. Education	32
K. Workforce Attitudes	33
L. Complaints and Grievances	34
M. Posters and Notices	35
N. Contract and Compliance	35

PART VI DEVELOPMENT AND EXECUTION OF PROGRAMS

A. Monitoring of Position Specifications	37
B. Distribution of Position Announcements	37
C. Selection Process	38
D. Recruitment and Referral Sources	38
E. Advertising	39
F. Publications	39
G. Social and Recreational Opportunities	39
H. Special Initiatives by Organizational Units	40
I. Internal and External Dissemination	44

PART I

STATEMENT OF PURPOSE

A. PURPOSE AND APPLICABILITY OF THE AFFIRMATIVE ACTION PLAN

1. Purpose

Because the University is a federal contractor, it is required by federal law to develop a written affirmative action program to ensure equal employment opportunity. Federal regulations provide as follows:

An affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a contractor's workforce, generally, will reflect the gender, racial, and ethnic profile of the labor pools from which the contractor recruits and selects. Affirmative action programs contain a diagnostic component, which includes a number of quantitative analyses designed to evaluate the composition of the workforce and compare it to the composition of the relevant labor pools. Affirmative action programs also include action-oriented programs. If women and minorities are not being employed at a rate to be expected given their availability in the relevant labor pool, the contractor's affirmative action program includes specific practical steps designed to address this underutilization.

An affirmative action program also ensures equal employment opportunity by institutionalizing the commitment to equality in every aspect of the employment process. The purpose of the Affirmative Action Plan for the Northwest Hammond campus is to reaffirm the University's continuing commitment to the principles of affirmative action and equal employment opportunity. In addition, the Affirmative Action Plan serves as a working document for reporting academic and staff personnel actions and apprising the Northwest Hammond campus of information relevant to the development, analysis, enforcement, evaluation, dissemination, and monitoring of the plan and its policies.

LEGAL BASIS

This Affirmative Action Plan is developed in accordance with the requirements of Executive Order 11246, as amended, and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR § 60-2. The plan is also adopted and implemented in good faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR § 1608.5).

Pursuant to 41 CFR 60-2.16, whenever the term "goal" is used, it is expressly intended that it should not be used to discriminate against any applicant or employee because of race, color, religion, sex, veteran status or national origin. Quotas are expressly forbidden and all goals are voluntarily adopted in a good faith effort to support affirmative action efforts.

2. Access to the Plan

Purdue Northwest prepares and renews this plan annually. Purdue's West Lafayette campus provides data from which workforce utilization reports are drawn. This plan is available online,¹ in the campus library, as well as in the Office of Institutional Equity, Room 218, Lawshe Hall at the Hammond location and Room 160, Schwarz Hall at the Westville location. Additionally, the plan is distributed to the Chancellor, Provost, Vice Chancellors, and College Deans. Questions regarding this plan should be directed to the Office of Institutional Equity at oiie@pnw.edu or 219-989-2337.

3. Applicability

Each regional campus of Purdue University develops and maintains its own affirmative action program with support from West Lafayette's Office of Institutional Equity. This plan applies to all organizational units managed by or affiliated with the Hammond and Westville locations of Purdue University Northwest and reflects the plan adopted by the Purdue system.

B. DEFINITIONS

Discrimination, within the context used in this Affirmative Action Plan, refers to the process of illegally differentiating between people on the basis of group membership rather than individual merit. **Individual discrimination**, which is unlawful, may result when a person is subjected to unequal treatment on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran. **Systemic discrimination** may occur when two or more applicants or employees are subjected to unlawful employment discrimination.

The concept of **equal employment opportunity** proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran. It

guarantees everyone the right to be considered solely on the basis of the ability to perform the duties of the job in question, with or without reasonable accommodation(s).

The principle of **affirmative action** requires that federal contractors ensure non-discrimination and that aggressive efforts be utilized to employ and advance women and minorities in areas where they are employed in fewer numbers than is consistent with their availability in the relevant labor market. The University's objective is to employ and promote the best person for the job.

C. EQUAL EMPLOYMENT OPPORTUNITY OBJECTIVES

Purdue University Northwest's affirmative action plan is a management tool designed to help the University ensure equal employment opportunity for all persons. Purdue Northwest adopts the premise that, with effective implementation of affirmative action policies, over time the demographics of the Purdue Northwest workforce will reflect the gender, racial and ethnic profiles of the available workforce in the relevant labor market.

This plan incorporates a descriptive component through which Purdue Northwest's employment data is presented and compared to data reflecting the relevant workforce population. Prescriptive components are presented in findings and recommendation sections found throughout the plan.

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

1. To recruit hire, train, and promote persons in all job classifications without regard to race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and gender expression, disability, or status as a veteran, except where age or sex is a bona fide occupational qualification.
2. To make decisions within all stages of the employment process that will further the principles of equal employment opportunity.
3. To ensure that criteria for all personnel actions, including recruitment, hiring, promotion, granting of tenure, compensation, employee benefits, University sponsored education, selection for education, tuition assistance, recreation programs, transfer, demotion, layoff, return from layoff, discipline, termination, and all other terms, conditions, and privileges of employment are job-related and realistic.
4. To vigorously apply the principles of affirmative action to eliminate barriers and ensure equal opportunity in areas where there are placement goals for women and/or minorities.

PART II

RESPONSIBILITY FOR IMPLEMENTATION AND REAFFIRMATION OF POLICY

A. DESIGNATION OF RESPONSIBILITY

At its meeting on January 21, 1970, the Board of Trustees reaffirmed and reinforced Purdue University's general policy of equal opportunity by approving a statement of policy and responsibility:

“The University is committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that variety among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Acts of discrimination against any individual or group are wrong because they foster intolerance, incivility, and intimidation. The University does not condone and will not tolerate discrimination, harassment or intimidation of any individual in the University community for any reason. The University, through its actions, seeks to assure all its members of their rights to protections from the harmful effects of discrimination.

To meet its commitment under federal and state laws, the University also promulgates policies and programs to ensure that all persons have equal access to its educational programs, employment opportunities, facilities, and all other University activities without regard to race, religion, sex, color, national origin, ancestry, disability, status as a Vietnam era veteran, or age. Additionally, the University promotes the full realization of equal employment opportunity through its affirmative action program.

The President of the University is charged with overall responsibility for nondiscrimination and equal opportunity.”

In furtherance of the University's equal employment opportunity and affirmative action obligations, the preceding policy has been implemented through a number of actions, including issuance of Purdue University's Nondiscrimination Policy Statement² and the issuance of the Equal Opportunity, Equal Access and Affirmative Action Policy (III.C.2)³, most recently revised August 1, 2021. These policies can be accessed through the Office of Institutional Equity website.⁴

The University prohibits discrimination on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. Ultimate responsibility for compliance with the applicable nondiscrimination and affirmative action laws and policies rests with the Board of Trustees and with the University's executive officers.

1. Board of Trustees

The University is governed by a ten-member Board of Trustees appointed by the Governor of the State of Indiana. Its charge includes selecting the President of the University, deciding major policy lines, approving the financial program and budget, approving the President's nominations for major appointments, and approving all construction and major contracts. The members of the Board of Trustees are as follows: Lawrence "Sonny" Beck, Michael R. Berghoff (Chairman), Kevin Boes, JoAnn Brouillette, Theresa Carter, Vanessa Castagna, Malcolm DeKryger, Michael Klipsch, Gary J. Lehman (Vice Chairman), and Shawn A. Taylor.

2. Executive Staff, Line Management, and Supervisors

Dr. Thomas L. Keon, Chancellor of Purdue University Northwest, reports directly to the University President and is responsible for the successful implementation of Purdue University Northwest's equal opportunity and equal access and its Affirmative Action Plan.

Vice chancellors and deans are responsible for establishing placement goals and action-oriented programs within their units, and integrating equal opportunity and affirmative action principles and objectives into all employment-related decisions within their areas of responsibility. Vice chancellors and deans are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with the University's affirmative action program in both procedure and outcome, and for reviewing the qualifications of applicants and reasons for selection to ensure that minorities, women, veterans, and individuals with disabilities are given full opportunities for hire and promotion.

Department heads, directors, and supervisors are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action goals. Evaluations of administrators and supervisors will include their equal employment opportunity and affirmative action efforts and results.

3. Affirmative Action Officer

Deborah B. Trice, Director of Compliance, reports directly to the Vice President for Ethics and Compliance and is responsible for developing, coordinating, and maintaining an annual Affirmative Action Plan for the West Lafayette campus and for providing assistance to the regional campus Affirmative Action Officers, including, but not limited to, the preparation of required state and federal reports, workforce analysis, and professional development. There is a designated Office of Institutional Equity at both Purdue Northwest campuses.

Laura Odom, the Executive Director of the Office of Institutional Equity reports directly to Chancellor Keon and is responsible for developing, executing, and monitoring the Affirmative Action Plan for Purdue University Northwest.

With regards to Title IX specifically, Ms. Laura Odom, Associate Director of the Office of Institutional Equity serves as the Title IX Coordinator for all of Purdue University Northwest.

4. Cross Reference to Regulations

This plan is intended to comply with all relevant sections of 41 CFR § 60-2 (required contents of affirmative action programs for women and minorities).

PART III

ORGANIZATIONAL DISPLAY

PURDUE NORTHWEST PROFILE, BY CAMPUS AND COMBINED

Legend:

- WF = White Female, WM = White Male
- AF = Asian Female, AM = Asian Male
- AIF = Am. Indian Female, AIM = Am. Indian Male
- BF = Black Female, BM = Black Male
- HF = Hispanic Female, HM = Hispanic Male
- PF = Hawaiian/Pacific Islander Female, PM = Hawaiian/Pacific Islander Male
- MF = Multiracial Female, MM = Multiracial Male
- UF = Unknown Female, UM = Unknown Male

Purdue University Northwest Hammond Campus Organizational Profile	
CHANCELLOR	
CHANCELLOR = [REDACTED]	TOTAL HEAD COUNT = 29 [REDACTED]
VICE CHANCELLOR FOR ACADEMIC AFFAIRS & PROVOST	
VICE CHANCELLOR/PROVOST = [REDACTED]	TOTAL HEAD COUNT = 351 [REDACTED]
VICE CHANCELLOR FOR ADMINISTRATIVE SERVICES	
VICE CHANCELLOR = [REDACTED]	TOTAL HEAD COUNT = 101 [REDACTED]
VICE CHANCELLOR FOR INFORMATION SERVICES	
VICE CHANCELLOR = [REDACTED]	TOTAL HEAD COUNT = 23 [REDACTED]
VICE CHANCELLOR FOR INSTITUTIONAL ADVANCEMENT	
VICE CHANCELLOR = [REDACTED]	TOTAL HEAD COUNT = 24 [REDACTED]
VICE CHANCELLOR FOR ENROLLMENT MANAGEMENT & STUDENT AFFAIRS	
VICE CHANCELLOR = [REDACTED]	TOTAL HEAD COUNT = 82 [REDACTED]

**Purdue University Northwest
Unified Organizational Profile
(Hammond & Westville Campuses)**

CHANCELLOR

CHANCELLOR = [REDACTED]

TOTAL HEAD COUNT = 35

VICE CHANCELLOR FOR ACADEMIC AFFAIRS & PROVOST

VICE CHANCELLOR/PROVOST = [REDACTED]

TOTAL HEAD COUNT = 438

VICE CHANCELLOR FOR ADMINISTRATIVE SERVICES

VICE CHANCELLOR = [REDACTED]

TOTAL HEAD COUNT = 156

VICE CHANCELLOR FOR INFORMATION SERVICES

VICE CHANCELLOR = [REDACTED]

TOTAL HEAD COUNT = 31

VICE CHANCELLOR FOR INSTITUTIONAL ADVANCEMENT

VICE CHANCELLOR = [REDACTED]

TOTAL HEAD COUNT = 24

VICE CHANCELLOR FOR ENROLLMENT MANAGEMENT & STUDENT AFFAIRS

VICE CHANCELLOR = [REDACTED]

TOTAL HEAD COUNT = 98

PART IV

JOB GROUP ANALYSIS

A. EEO-6 CATEGORIES

For the purpose of conducting meaningful workforce analyses, the University staff is first grouped by occupational duties into segments having broad similarities. These macro-groupings, called EEO-6 categories, are defined in the Higher Education Staff Information (EEO-6) Report for Public/Private Institutions of Higher Education that is issued by the Equal Employment Opportunity Commission. The categories and their corresponding two-digit identification codes used by the University reports are:

- 01 Ladder Rank Faculty (Tenure and Tenure-track Faculty), Clinical and Research Faculty
- 03 Non-Ladder Rank Instructional (Non-tenure Track Faculty)⁵
- 04 Student Assistants⁶
- 05 Executive, Administrative, Managerial
- 06 Professional
- 07 Secretarial and Clerical
- 08 Technical and Paraprofessional
- 09 Skilled Crafts
- 10 Service and Maintenance

B. JOB GROUPS (AAP CODES)

Within each major category⁷, staff are subdivided into job groups, breaking them into segments with greater similarities, based on the criteria outlined in 41 CFR 60-2.12(b) and five additional criteria:

1. Jobs within a group have similar content, promotional opportunities, and wage rates or salary patterns.
2. Jobs within a group exhibit similar patterns for including males, females, and minorities.
3. Jobs within each group closely parallel the employment categories used in published data on the availability of minorities and women.
4. Job groups take into consideration the reporting structure of the organization.
5. Each job group contains a number of employees sufficient for valid statistical analyses.

Job group definitions were developed jointly by the staff of the Office of Institutional Equity and Human Resources and are presently under review by Human Resources and the Office of Ethics and Compliance.

Each job group is assigned a three-digit identification code, referred to as the AAP (Affirmative Action Plan) Code. A synopsis of the job groups within EEO-6 categories may be found [online](#)⁸. The full job group analysis is set forth in the tables below.

C. PLACEMENT OF INCUMBENTS IN JOB GROUPS

In accordance with Department of Labor guidelines, the University categorizes each employee of the University by job group in order to track the number and percentages of incumbents in job groups at the University. The University's Affirmative Action Plan sets forth the percentages of minority and female employees, by job group, in the tables listed below.

TABLE 1: JOB GROUP ANALYSIS FOR FACULTY

Job Group	Female %	Male %	Minority %	Total Count
Instructor Clinical	100%	0%	0%	4
Instructor Visiting	54%	46%	23%	13
Lecturer - Continuing	37%	63%	26%	19
Lecturer – Limited Term	62%	38%	21%	132
Post Doc Research Assistant	100%	0%	100%	1
Post Doc Research Associate	0%	100%	100%	2
Professor	33%	67%	50%	54
Professor Assistant	50%	50%	34%	32
Professor Associate	40%	60%	29%	52
Professor Clinical Assistant	87.5%	12.5%	6%	16
Professor Clinical Associate	50%	50%	25%	4
Professor Clinical	100%	0%	100%	1
Professor Research Associate	0%	100%	100%	2
Professor Visiting Assistant	0%	100%	40%	5

TABLE 2: JOB GROUP ANALYSIS FOR EXECUTIVE, MANAGERIAL, AND ADMINISTRATIVE

Job Group	Female %	Male %	Minority %	Total Count
Academic Administration	40%	60%	0%	5
Accounting	0%	100%	0%	1
Administrative Operations	0%	100%	0%	1
Admissions	100%	0%	0%	3
Athletic Administration and Operations	0%	100%	0%	1
Benefits	100%	0%	0%	1
Business Management	50%	50%	0%	2
Campus Planning	0%	100%	0%	1
Compliance	100%	0%	0%	1
Contract/Grant Administration	100%	0%	0%	1
Diversity and Inclusion	100%	0%	100%	1
Faculty – Tenure/Tenure Track	57%	43%	36%	14
Financial Aid	0%	100%	0%	1
Fundraising/Advancement	50%	50%	0%	2
General Communications	100%	0%	0%	2
Grounds	0%	100%	0%	1
Human Resources Business Partners	100%	0%	0%	1
Instructional Design and Technology	100%	0%	0%	1
IT Administration	33%	67%	33%	3
Maintenance & Utilities	0%	100%	0%	1
Partnerships	50%	50%	0%	2
Program Administration	70%	30%	40%	10
Registrar	100%	0%	0%	2
Residential Life	50%	50%	0%	2
Student Activities	60%	40%	40%	5

TABLE 3: JOB GROUP ANALYSIS FOR PROFESSIONAL STAFF

Job Group	Female %	Male %	Minority %	Total Count
Accounting	100%	0%	20%	5
Administrative Operations	100%	0%	60%	5
Admissions	75%	25%	63%	8
Assessment and Analysis	100%	0%	100%	1
Benefits	100%	0%	0%	1
Business Management	86%	14%	43%	7
Campus Planning	100%	0%	0%	2
Clinical	0%	100%	0%	1
Compliance	50%	50%	50%	2
Contract/Grant Administration	100%	0%	0%	7
Creative Arts and Visual Design	100%	0%	0%	4
Event Planning	100%	0%	0%	1
Financial Aid	100%	0%	67%	3
Financial Analysis	100%	0%	0%	1
Fundraising/Advancement	100%	0%	0%	3
General Communications	50%	50%	25%	8
Human Resources Business Partners	100%	0%	100%	1
Instruction	100%	0%	50%	2
Library Services	50%	50%	17%	6
Marketing and Public Relations	0%	100%	0%	1
Partnerships	67%	33%	33%	3
Procurement	50%	50%	0%	4
Program Administration	57%	43%	14%	7
Psychology and Social Services	100%	0%	33%	3
Recreation	50%	50%	0%	2
Registrar	100%	0%	50%	4
Research Operations	50%	50%	0%	2
Researchers	33%	67%	0%	3
Residential Life	33%	67%	0%	3
Student Activities	93%	7%	47%	15
Student Advising	75%	25%	38%	24
Talent Acquisition	100%	0%	0%	1
Team Sports	18%	82%	18%	17

TABLE 4: JOB GROUP ANALYSIS FOR CLERICAL AND SECRETARIAL STAFF

Job Group	Female %	Male %	Minority %	Total Count
Accounting	100%	0%	75%	4
Administrative Operations	94%	6%	38%	65
Library Services	100%	0%	80%	5

TABLE 5: JOB GROUP ANALYSIS FOR TECHNICAL AND PARAPROFESSIONAL STAFF

Job Group	Female %	Male %	Minority %	Total Count
Assessment and Analysis	44%	56%	44%	9
Instruction	50%	50%	0%	6
Instructional Design and Technology	50%	50%	0%	4
IT Administration	0%	100%	100%	1
IT Business Analysis	100%	0%	33%	3
IT Engineering and Development	17%	83%	50%	6
IT Support	0%	100%	14%	7
Police	0%	100%	10%	10
Systems Administration	33%	67%	0%	3

TABLE 6: JOB GROUP ANALYSIS FOR SKILLED CRAFTS STAFF

Job Group	Female %	Male %	Minority %	Total Count
Creative Arts and Visual Design	0%	100%	0%	1
Maintenance & Utilities	0%	100%	17%	6

TABLE 7: JOB GROUP ANALYSIS FOR SERVICE AND MAINTENANCE STAFF

Job Group	Female %	Male %	Minority %	Total Count
Building and Facilities	39%	61%	55%	31
Grounds	0%	100%	100%	3
IT Support	50%	50%	50%	2
Maintenance & Utilities	0%	100%	36%	11
Operations Support	33%	67%	33%	3

TABLE 8: LADDER RANK FACULTY

	Total	Female	Black	Hispanic	Asian	Am Indian	Multiracial
Liberal Arts	41	49%	5%	5%	17%	0%	0%
Engr/Math/Sciences	45	24%	7%	0%	33%	0%	2%
Technology	19	5%	0%	16%	47%	0%	0%
Management	24	42%	21%	4%	29%	0%	0%
Nursing	26	100%	0%	8%	0%	0%	0%
Education	10	80%	0%	10%	0%	0%	0%

TABLE 9: EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL STAFF

	Total	Female	Black	Hispanic	Asian	Am Indian	Multiracial
Executive, Admin & Managerial	65	58%	6%	3%	11%	0%	0%

TABLE 10: PROFESSIONAL, CLERICAL, AND SERVICE STAFF

	Total	Female	Black	Hispanic	Asian	Am Indian	Multiracial
Professional	157	71%	13%	15%	1%	0%	1%
Secretarial and Clerical	74	95%	16%	27%	0%	0%	0%
Technical & Paraprofessional	49	29%	8%	4%	10%	0%	0%
Skilled Crafts	7	0%	14%	0%	0%	0%	0%
Service and Maintenance	50	28%	28%	24%	0%	0%	0%

D. DETERMINATION OF AVAILABILITY

In accordance with Department of Labor guidelines, the following factors are considered in developing an estimate of the availability of women and minorities for each job group:

1. The percentage of minorities and women in the population of the labor area surrounding the facility and among those seeking employment in the labor area or recruitment area.
2. The percentage of minorities and women among the unemployed in the labor area surrounding the facility.
3. The percentage of minorities and women in the total workforce in the immediate labor area or recruitment area.
4. The percentage of minorities and women among those having requisite skills in the immediate labor area or recruitment area.
5. The percentage of minorities and women among those having requisite skills within a reasonable recruitment area.
6. The percentage of minorities and women among those promotable, or transferable from within the facility.
7. The percentage of minorities and women at institutions providing education in requisite skills.
8. The percentage of minorities and women among those at the facility whom the University can train in requisite skills.

Availability estimates are determined in the following manner: data is sought from reliable published sources on the race, ethnicity, and sex composition of the potential pool relevant to the job group in question. For example, sources for the data used to calculate the availability estimates may include: counts of doctorate degrees by field (faculty); counts of master's and bachelor's degrees in relevant fields (administrative and professional); union members and technical school graduates (skilled crafts); and census data and local employment counts (technical, clerical, and service). The raw data by race, ethnicity, and sex is then weighted according to the best estimates of the proportions of hires made from each pool, so that the sum of factor weights (expressed as a percentage) is 100 percent.

An estimation of the proportion is drawn from each pool using input from all units having substantial numbers of staff in the job group. Then, computer files are built containing basic information on raw percentages and the weighting factors. A computer program is used to calculate weighted estimates for each job group, incorporating the required factors.

In the determination of weights, the relevance and applicability of the data obtainable for each pool are important considerations. Specifically, if the source combines several disciplines, because of the small total numbers involved in each, and the proportions of each protected class in the different disciplines are widely spread, the reliability of the source to reflect the true composition of the pool is in question. In such cases, the weighing of that pool would be

lowered and the weighing of a more accurate pool would be increased, until better data becomes available.

Once they are computed, the availability estimates give participation standards against which to measure proportions of females and minorities in each job group in the University's workforce.

E. DISSEMINATION OF PLACEMENT GOALS TO UNITS

Following the generation of the utilization analysis programs, the Office of Institutional Equity meets with each Dean and Vice Chancellor to discuss the results of the previous year and new placement goals. The responsibility for disseminating this information to Department and Unit Heads and to hiring supervisors rests with the respective Deans and Vice Chancellors.

F. CORPORATE SELECTION DECISIONS

OFCCP Order No. 830a1 (June 14, 1988) requires that affirmative action analysis and efforts will be focused where the authority and responsibility for filling positions is located. This means that high level executive and managerial titles are to be pooled together regardless of locality for review in this document.

The University is a multi-site university system, which includes the regional campuses of Fort Wayne, Hammond, and Westville. While these campuses function with a degree of autonomy, as granted by the Board of Trustees, hiring decisions for certain high-level positions are made from the President's, or Executive Vice President and Treasurer's offices in West Lafayette.

When the position of Chancellor is vacant, the Faculty Senate of the respective campus elects a committee to aid the President in filling the vacancy. Typically, this committee assists in the recruitment of candidates, is involved in the interviewing process, and ultimately makes a recommendation to the President with regard to their ranking of the candidates for final approval.

The appointment of the Chief Business Officer of each regional campus is a shared hiring decision. Each of the Chief Business Officers, who hold the title of Vice Chancellor, has a joint appointment with, and reports directly to, the Chancellor of the respective campus and the Executive Vice President and Treasurer located at the West Lafayette Campus. Recruitment, interviewing, and selection activities are mutually coordinated between the campuses.

The affirmative action analysis of recruitment efforts for these positions is addressed at the West Lafayette campus. The availability statistics are derived from data based on the number of people in executive positions nationwide and the number of people at the University who are eligible for promotion to this level.

G. COMPARING INCUMBENCY TO AVAILABILITY

Once availability has been determined, the utilization analysis is a simple yes or no query. Each job group's minority and female availability percentage is compared to the percentage of minority and female incumbents in that job group. If the percentage of incumbents is equal to or greater than the relevant availability percentage, then that job group is at "parity" with availability, and no underutilization is present. If the percentage of female or minority incumbents falls below the relevant availability percentage, the job group is at "disparity" (being underutilized) and placement goals are set equal to the number of additional incumbents needed to eliminate the underutilization. This comparison is demonstrated in tables below.

1. The "Whole Person" Rule

In every job group where an underutilization is found, placement goals are set for the entire campus and for each major organizational unit. A placement goal is defined as the University-established target, which the University makes a good-faith effort to achieve. Separate annual placement goals are set for minorities and females.

A job group is considered underutilized, and a placement goal is set, according to the "whole person" rule, that is, where the underutilization for females, or for minorities, respectively, rounds to at least one person.

- **PLACEMENT GOALS FOR LADDER RANK FACULTY (TENURE)**

For ladder rank faculty, the utilization analysis will determine whether minorities and/or females are underutilized in the various academic departments.

- **PLACEMENT GOALS FOR NON-LADDER RANK INSTRUCTIONAL FACULTY (NON-TENURE)**

Non-ladder rank faculty hold positions of a limited duration. Pursuant to OFCCP guidelines, setting placement goals for temporary employees is not required. Accordingly, no placement goals are set for non-ladder rank faculty.

- **PLACEMENT GOALS FOR NON-FACULTY AREAS**

Placement goals are established for all regular non-faculty job groups campus-wide and in each unit where there is underutilization of minorities and/or females. Each unit should be aware of unit and campus placement goals and consider them in their hiring efforts.

2. Placement Goals: Three-Year Cycle

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

Affirmative action placement goal setting at the University is done on a three-year cycle. This cycle grants each unit a longer horizon in which to develop and carry out their objectives. Each organizational unit must adopt one or more specific, realistic commitments to be accomplished during the three-year period. Commitments include both percentage placement goals for any job groups that are significantly underutilized and programmatic goals. Other problem areas should also be targeted for commitment and action on behalf of females, minorities, veterans, and persons with disabilities.

Tables which summarize campus-wide placement goals for the current Affirmative Action Plan year can be found in this plan. The tables also display the percentage of females and/or minorities required to achieve full utilization.

TABLE 11: UTILIZATION ANALYSIS
COLLEGE OF HUMANITIES, EDUCATION, AND SOCIAL SCIENCES FACULTY

	Total 2023	Minority: % Avail	Minority: Present % 2023
Liberal Arts	41	19%	27%
Education	10	25%	10%
	Total 2023	Females: % Avail	Females: Present % 2023
Liberal Arts	41	56%	49%
Education	10	68%	80%

TABLE 12: UTILIZATION ANALYSIS
COLLEGE OF BUSINESS FACULTY

	Total 2023	Minority: % Avail	Minority: Present % 2023
Management	24	23%	54%
	Total 2023	Females: % Avail	Females: Present % 2023
Management	24	34%	42%

TABLE 13: UTILIZATION ANALYSIS
COLLEGE OF ENGINEERING AND SCIENCES FACULTY

	Total 2023	Minority: % Avail	Minority: Present % 2023
Engineering/Math/Sciences	45	24%	42%
	Total 2023	Females: % Avail	Females: Present % 2023
Engineering/Math/Sciences	45	42%	24%

TABLE 14: UTILIZATION ANALYSIS
COLLEGE OF NURSING FACULTY

	Total 2023	Minority: % Avail	Minority: Present % 2023
Nursing	26	16%	8%
	Total 2023	Females: % Avail	Females: Present % 2023
Nursing	26	91%	100%

TABLE 15: UTILIZATION ANALYSIS
COLLEGE OF TECHNOLOGY FACULTY

	Total 2023	Minority: % Avail	Minority: Present % 2023
Technology	19	28%	63%
	Total 2023	Females: % Avail	Females: Present % 2023
Technology	19	17%	5%

TABLE 16: UTILIZATION ANALYSIS
ALL JOB CATEGORIES

	Total 2023	Minority: % Avail	Minority: Present % 2023
Exec, Admin & Managerial	65	15%	20%
Professional	157	18%	30%
Secretarial and Clerical	74	33%	43%
Technical & Paraprofessional	49	17%	22%
Skilled Crafts	7	28%	14%
Service and Maintenance	50	48%	52%
	Total 2023	Females: % Avail	Females: Present % 2023
Exec, Admin & Managerial	65	51%	58%
Professional	157	60%	71%
Secretarial and Clerical	74	96%	95%
Technical & Paraprofessional	49	28%	29%
Skilled Crafts	7	10%	0%
Service and Maintenance	50	30%	28%

H. PLACEMENT GOALS

TABLE 17: HAMMOND CAMPUS PLACEMENT GOALS

Ladder Rank Faculty by Area	Female Underutilization	Minority Underutilization
Liberal Arts	3	0
Engr/Math/Sciences	8	0
Technology	2	0
Management	0	0
Nursing	0	2
Education	0	2
Staff by Job Group	Female Underutilization	Minority Underutilization
Executive, Admin, & Managerial	0	0
Professional	0	0
Secretarial and Clerical	1	0
Service and Maintenance	1	0
Skilled Crafts	1	1
Technical & Paraprofessional	0	0

PART V

IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTION

In order to identify problem areas, an in-depth analysis of several reports and processes is customarily made, paying particular attention to the patterns revealed by the distribution of minorities and females in various job groups. This section lists the analytical steps used to identify potential problem areas within the faculty job group, the executive, administrative, and managerial job group, and non-faculty and non-administrative job groups, and briefly summarizes some of the findings and corrective actions being made.

A. WORKFORCE ARRAY AND WORKFORCE ANALYSIS

The workforce array provides an overview of areas where females and minorities are and are not employed. This listing is mandated by OFCCP, and displays all job titles in each department ranked from lowest to highest paid within each EEO-6 category. Each job title line gives the salary range, the total number of incumbents, and the total number of male and female incumbents for each racial group. The workforce analysis is based on workforce data from the period October 1, 2022, through September 30, 2023, as displayed in a “snapshot file” prepared in October 2023.⁹ This analysis is reviewed for potential problem areas, such as underrepresentation of minorities and females. Pay differences, concentrations, and focus job titles may also be determined from the workforce array.

1. Tenured, Tenure Track, Clinical and Research Faculty

The faculty job group is comprised of individuals who engage in teaching, research, or hold academic positions that directly support these activities.

WORKFORCE COMPOSITION

For the period between October 2022 and September 2023, data for the Hammond campus shows the following for faculty:

Overall, there was an increase of 2 in the total number of Ladder Rank Faculty from to 163 to 165.

The number of female faculty increased by 5 this year (from 71 to 76).

The number of minority faculty decreased by 1 this year (from 59 to 58) and was distributed as follows: 6% are Black, 5% are Hispanic, 23% are Asian, and 1% are Other.

Findings:

- For the October 2022 to September 2023 period, the number of female Ladder Rank Faculty increased by 5 and minority faculty decreased by 1.

Recommendations:

- The Office of Institutional Equity will continue to monitor placement goal setting activity in each academic college and will communicate with each Dean and the Vice Chancellor for Academic Affairs and Provost regarding the underutilizations.
- The Office of Institutional Equity will continue to research and provide recruitment resources and education regarding effective recruitment and retention activities.
- Each academic department where underutilizations exist will be strongly encouraged to develop recruitment strategies for attracting more females and/or minority candidates.
- The Office of Institutional Equity will work with the Vice Chancellor for Academic Affairs and Provost to develop a recruitment model that involves developing and fostering relationships with regional and national institutions of Higher Education to use as potential recruitment resources.

HIRES

For 2022-2023, Purdue University Northwest hired 16 ladder rank faculty members. Of these, 8 are women and 6 are minorities.

TABLE 18: NEW FACULTY HIRES BY GENDER AND RACE/ETHNICITY

	Female	Male	Black	Hispanic	Asian	Am Indian	Multi-racial	Other	White	Total
Professor	0	1	0	0	1	0	0	0	0	1
Associate Professor	2	1	0	0	0	0	0	0	3	3
Assistant Professor	6	6	0	1	3	0	0	1	7	12

PROMOTIONS

Tenure and tenure-track faculty promotions in 2022-2023 for Purdue University Northwest consisted of the following:

Associate to Professor: 4 associate professors were promoted to full professor; 1 is female and 1 is minority.

Assistant to Associate: 5 assistant professors were promoted to associate professor; 1 is female and 4 are minorities.

Detailed data regarding promotions by gender and race/ethnicity is available in Table 19 below.

TABLE 19: FACULTY PROMOTIONS BY GENDER AND RACE/ETHNICITY

	Female	Male	Black	Hispanic	Asian	Am Indian	Multi-racial	Other	White	Total
Professor	1	3	0	0	1	0	0	0	3	4
Associate Professor	1	4	1	0	3	0	0	0	1	5

TERMINATIONS

For the Hammond campus, there was a total of 21 ladder rank faculty terminations in 2022-2023. Of these, 11 are female, 2 are Black, 1 is Hispanic, and 3 are Asian. Of the 21 terminations, 8 were due to retirements, 11 were resignations, and 2 contracts were not renewed.

2. Non-Tenure Track Instructional Faculty

Non-Tenure Track Instructional Faculty includes visiting faculty, post-doctoral research associates, and other non-tenure track positions that by definition are intended to be positions of a limited duration. Non-Tenure Track Instructional Faculty are included as part of the workforce summaries, but placement goals are not established for this group.

WORKFORCE COMPOSITION

On the Hammond campus, for the period between October 2022 to September 2023, data shows the following for non-tenure track faculty:

There are 172 non-tenure track instructional faculty, representing a decrease of 19, from 191 to 172.

The number of female non-tenure track faculty decreased by 8, from 105 to 97.

Of the total of 172, 41 of non-tenure track instructional faculty are minorities and are distributed as follows: 8 % are Black; 9% are Hispanic; 5% are Asian, 1% are American Indian, and 1% are Other. The number of minority non-tenure track faculty increased by 6, from 35 to 41.

3. Executive, Administrative, and Managerial

WORKFORCE COMPOSITION

For the period between October 2022 to September 2023, data for the Hammond campus shows the following for Executive, Administrative, and Managerial staff:

The total number of Executive, Administrative, and Managerial staff decreased by 1, from 66 to 65.

The total number of females at the Executive, Administrative, and Managerial staff decreased by 2, from 40 to 38.

The number of minorities at the Executive, Administrative, and Managerial staff decreased by 2, from 15 to 13. Of the total of 65, 13 of executive, administrative, and managerial staff are minorities and are distributed as follows: 6% are Black; 3% are Hispanic; and 11% are Asian.

Findings:

- The number of females in this category decreased by 2.

- The number of minorities in this category decreased by 2.
- There was no statistically significant adverse impact against women or minorities in these job groups.
- For the Hammond campus, there is no female and minority underutilization for the Executive, Administrative and Managerial job group.
- For the Hammond campus, there were no placement goals for females and minorities in the Executive, Administrative, and Managerial job group.

Recommendations:

- As positions become available, the Chancellor and Vice Chancellors will be made aware of applicable placement goals.
- The Office of Institutional Equity and the Human Resources Department will assist in researching and developing appropriate recruitment resources.
- The University will explore the possibility of using search firms, where feasible, during searches related to vacancies in this job group to increase the quality and diversity of the applicant pool.
- The Office of Institutional Equity will devise strategies to evaluate searches completed to fill vacancies in this job group to assess the extent to which diverse applicant pools are achieved at the beginning of the searches and to review how the diversity of applicant pools change as each search progresses. As appropriate, the Office of Institutional Equity will provide feedback to the search committees.

PROMOTIONS AND TRANSFERS

University practice encourages transfers and promotions to further employee growth and development.

TERMINATIONS

Human Resources monitor terminations.

For the October 2022 to September 2023 period, for the Executive, Administrative, and Managerial job group there were: 7 terminations, of which 2 were due to retirement and 5 were resignations.

Findings:

- For the October 2022 to September 2023 period, there was no statistically significant adverse impact against women or minorities in the Executive, Administrative, and Managerial job groups.

Recommendations:

- No corrective action is required.

4. Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

WORKFORCE COMPOSITION

For the period between October 2022 to September 2023, data for the Hammond campus shows the following for Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance staff:

For this group, the total headcount increased by 7 persons, from 330 to 337.

The number of minorities increased by 3, from 112 to 115.

Professional – The number of females in this category remained the same at 111. Of the 157 Professional staff, 29% are minorities: 13% are Black, 15% are Hispanic, 1% are Asian, and 1% are Other. Minority staff increased by 3, from 42 to 45.

Clerical and Secretarial – The number of females in this category increased by 2, from 68 to 70. Of the Clerical and Secretarial staff, 43% are minorities: 16% are Black and 27% are Hispanic. Minority staff decreased by 3, from 35 to 32.

Technical and Paraprofessional - The number of females in this category increased by 2, from 12 to 14. Of the Technical and Paraprofessional staff, 22% are minorities: 8% are Black, 4% are Hispanic, and 10% are Asian. Minority staff increased by 4, from 7 to 11.

Skilled Crafts – The number of females in this category remain at 0. There is 1 minority in this category. Minority staff remained the same at 1.

Service and Maintenance - The number of females in this category remained the same at 14. Of the Service and Maintenance staff, 52% are minorities: 28% are Black and 24% are Hispanic. Minority staff decreased by 1, from 27 to 26.

Findings:

- For the Hammond campus, minorities are underrepresented by 1 and females are underrepresented by 1 in the Skilled Crafts category.
- For the Hammond campus, minorities and females are not underrepresented in the Executive, Administrative and Managerial, Professional, and Technical and Paraprofessional job groups.

- For the Hammond campus, Secretarial and Clerical and Service and Maintenance job groups have an underutilization of 1 female.
- A placement goal of one female was met for the Secretarial and Clerical job group.

Recommendations:

- The Office of Institutional Equity and the Human Resources Department will continue to assist in researching and expanding recruitment resources for all job categories.
- The hiring departments or units must demonstrate good faith efforts by posting positions at sites that will assist in finding qualified minority and/or female candidates.
- The Office of Institutional Equity will devise strategies to evaluate searches completed to fill vacancies in these job groups to assess the extent to which diversity applicant pools are achieved at the beginning of the searches and to review how the diversity of applicant pools change as each search progresses. As appropriate, the Office of Institutional Equity will provide feedback to the search committees.

PROMOTIONS AND TRANSFERS

University practice encourages transfers and promotions to further employee growth and development.

REDUCTIONS IN FORCE

Findings:

- For the Hammond campus, there was no reductions in force in the Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance staff group.

TERMINATIONS

Human Resources and the Office of Institutional Equity monitor terminations. For the Hammond campus, there were 51 terminations: 5 retirements, 37 resignations, 2 deceased, and 7 discharged.

Findings:

- For the October 2022 to September 2023 period, there was no adverse impact against women or minorities in the Professional, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance staff group.

Recommendations:

- No corrective action is required.

B. JOB GROUP ANALYSIS

The Human Resources Department has developed a system of classification for jobs called the Job Classification Code. In this system, jobs are grouped on the basis of similar skills, similar pay, and potential for upward mobility. The Job Classification Codes are, in turn, clustered to form AAP Codes. The Job Group Analysis lists each employee in the job group, and is the only report currently produced which shows each person's educational level and discipline along with job title and salary. This analysis is also completed during the yearly report generating cycle.

C. EVALUATION OF SELECTION PROCESS

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

1. Job Requirements and Descriptions

The Human Resources Department maintains a job description file which lists the requirements for every benefits eligible position at Purdue University Northwest and reviews them when there is a position vacancy and when other circumstances dictate. In addition, reviews may be requested by a unit supervisor or by the Office of Institutional Equity. Department Heads, with the approval of the respective College Dean create faculty job descriptions to incorporate the standard responsibilities along with the necessary knowledge, skills and abilities required to perform the essential functions of the job. The Office of Institutional Equity reviews these descriptions prior to posting and advertising. The Director of Employment and Compensation reviews the staff position description to ensure the knowledge, skills, and abilities required are adequate in order to perform the essential functions of the position.

2. Referral Procedures

After a faculty position has been posted and/or advertised, the Deans, Department Heads, and/or Search and Screen Committee Chairs refer the credentials of all applicants to the Search and Screen Committee in the relevant academic department. For the Executive, Administrative, and Managerial job group and the non-faculty and non-administrative job groups, the Human Resources Department refers those that self-identify as meeting the minimum qualifications, including those who may fulfill affirmative action placement goals, to the hiring department.

Applicants who make initial contact with a department are directed to the Human Resources Department, where they are instructed on how to apply for positions at Purdue University Northwest.

3. Pre-employment Inquiries

Federal laws do not expressly prohibit inquiries concerning race, color, religion, sex, ancestry, or national origin, but the EEOC regards such inquiries as potentially discriminatory. Sections 503 and 504 of the Rehabilitation Act of 1973 and Title I of the Americans with Disabilities Act of 1990 limit the use of pre-employment inquiries and medical examinations. Specifically, any identification of a disability by inquiry or examination during the pre-offer stage, including all job pre-tests, reference checks, interview form questions, and other information gathering procedures, is prohibited. Recent changes to Section 503 require the University to offer applicants the chance to voluntarily self-disclose their status as a person with a disability during the pre-offer and post-offer stages of job searches.

Findings:

- Search and Screen Committees possess continually greater awareness that they are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action. All Faculty Search Committee participants are required to participate in education regarding the process to use in effectively communicating the University's commitment to equal employment opportunity.
- In October 2023, the Office of Institutional Equity and the Office of the Vice Chancellor for Academic Affairs enhanced the Faculty Search and Screen training.
- Faculty search committee members are required to participate in the Faculty Search Committee Training every three years. This training reviews effective employment practices that promote and support equal employment opportunity and affirmative action.
- The Human Resources Department meets with hiring supervisors and search chairs of staff vacancies to review the hiring, classification and compensation processes as well as helpful tools in order to conduct a successful search.

Recommendations:

- Search and Screen committees will continue to utilize the resources available to them in adhering to equal employment opportunity laws, policies, and procedures to ensure equitable evaluation of all potential candidates.
- The Office of Institutional Equity will continue to monitor progress through annual evaluation and reporting. This information will be shared with each respective Dean and Vice Chancellor.
- The Office of Institutional Equity will explore ways to expand the search and screen evaluation process to searches pertaining to faculty positions.

D. RECRUITMENT

1. Appropriateness of Outreach

The Office of Institutional Equity reviews recruitment efforts for faculty position vacancies. Recruitment of Administrative/Professional staff is a joint responsibility of the hiring department and the Human Resources Department. Recruitment efforts are judged on the scope of advertising for the position. Departments are to make good faith efforts in their recruitment processes, actively seeking out minorities and females, particularly in those areas where they are underutilized.

Findings:

- Since January 2019, Purdue University has utilized Success Factors, a software for Human Capital Management. This system prompts applicants to complete a Self Identification survey on a voluntary basis. Applicants may indicate, confidentially, their race/ethnicity and gender. The responses are collected and maintained, and are manually reviewed in order to obtain applicant response information for all positions. The information is then available to the Office of Institutional Equity upon request, as required for reporting and compliance purposes.

Recommendations:

- The Office of Institutional Equity will continue reviewing the data on a periodic basis to identify whether recruitment efforts (including outreach efforts to minority and female candidates) need to be revised in order to increase for the number of minority and female applicants.

2. Review of Sources

The Office of Institutional Equity assists departments in their recruitment efforts where possible. Departments, however, should be familiar with the principal sources specific to their particular area of expertise and respective disciplines.

Findings:

- Academic departments are becoming more familiar with the full range of recruitment sources.
- Search committee chairs have shown due diligence in posting position vacancies in more minority and gender-specific publications.
- Although some improvement has occurred, comprehensive analysis regarding the use of recruitment sources and their subsequent effectiveness must continue.

Recommendations:

- The recruitment resource listing will be evaluated and updated with current information.
- The Office of Institutional Equity will explore ways in which the system it has developed for tracking and evaluating completed searches can be used to identify gaps in recruitment resources.

E. COMPOSITION OF APPLICANT POOLS

For ladder rank, or tenure-track faculty, departmental staff, acting as recruiters while guided by Human Resources and fiscal approvers, initiates and coordinates the applicant flow within Success Factors. The role for which the Office of Institutional Equity joins the interface, at specific points along the hiring process, consists of an initial review for Equal Opportunity and Non-Discrimination (inclusive) language within the job posting, and also includes the initiation of the background checks for faculty candidates who have accepted an offer of employment with Purdue Northwest.

In order to determine areas of possible adverse impact on protected groups, an analysis of the selection rates should be conducted each year by race, ethnicity, and gender within each EEO-6 category, using the format outlined in the OFCCP Compliance Manual. Success Factors, and the data available from it, would be best shared between Human Resources and the Office of Institutional Equity for a collaboration towards this goal.

The Human Resources Department maintains information on the flow of all non-faculty applicants. In order to determine areas of possible adverse impact on protected groups, an analysis of the selection rates is conducted after each search, by race, ethnicity and gender within each EEO-6 category, using the format outlined in the OFCCP Compliance Manual.

F. SALARY STUDIES

The Senior Leadership Team reviews merit increase data to determine if there is any disparity that cannot be justified. Any reports of salary inequities based on gender, race, or ethnicity are handled on a case-by-case basis.

Human Resources Department will work with each department's Dean and the Senior Leadership Team to check and explain all faculty or staff members' pay where apparent inequities may exist.

G. BENEFITS

Purdue University Northwest offers a generous benefit package which can be tailored to the personal needs of the employee. Access to benefits is available to each faculty and staff member without regard to gender, race or other protected class status.

H. SENIORITY PRACTICES, UNION AGREEMENTS AND LINES OF PROGRESSION

Purdue University Northwest has no seniority system, no current union contracts, and maintains no lines of progression for staff. The University has formal tenure-track and promotional procedures in place for faculty.

I. APPRENTICESHIP PROGRAMS

The University currently has no operative formal apprenticeship programs. If any are created or reactivated, minority and female selection ratio analysis will be conducted.

J. EDUCATION

1. Faculty

All educational opportunities for faculty are open to participation by females and minorities. The Vice Chancellor for Academic Affairs and Provost offers numerous professional development programs, such as, The Center for Faculty Excellence, which help faculty to improve and innovate their teaching. In addition, academic departments offer professional development opportunities to faculty including attendance at seminars and workshops locally, regionally, nationally and globally.

Findings:

- Reports showing the attendance or participation of faculty in these programs are available through the Office of the Vice Chancellor of Academic Affairs and Provost.

2. Executive, Administrative, and Managerial, Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

All educational programs offered through the University are open to participation by females and minorities. The programs include: Human Resources sponsored training programs and Office of Institutional Equity Title IX training. In addition, departments at the University offer additional educational opportunities for their staff including attendance at local, regional, national, and international conferences and workshops.

Findings:

- Information about participation in Human Resources sponsored professional development opportunities is maintained by the Human Resources Department.

Recommendations:

- The Office of Institutional Equity will review this data to ensure females and minorities have equal access to these development opportunities.

K. WORKFORCE ATTITUDES

Dissemination of the University's policy on affirmative action and distribution of affirmative action and diversity related documents is accomplished via the Purdue University Northwest website and the Office of Institutional Equity website. This information is also included in new employee orientation and department level training.

Findings:

- The PRIDE Team (PNW Respecting Inclusion, Diversity and Equity) is part of the University's commitment to create an equitable environment, celebrate diversity, and encourage inclusiveness in the campus community. The team's role is to encourage and influence training and professional development decisions that will support Purdue University's nondiscrimination, anti-harassment, equal opportunity and equal access policies.
- The Office of Institutional Equity has developed specialized training addressing Title IX, Equity policies, and Diversity issues. The training has been delivered to Coaches, Resident Hall Advisors, faculty and staff.

Recommendations:

- Once developed, the PRIDE Team will use feedback received from University sponsored Diversity and Inclusion events and programs and other sources to develop recommendations to the Senior Leadership Team for additional diversity and inclusion programming. It is believed that through this continued process of

quality improvement, effective strategies will be developed to address identified areas of concern.

- University policies on affirmative action and equal employment opportunity will continue to be presented and explained to new employees, new faculty members and new non-tenured faculty to ensure understanding, consistency and compliance.

L. COMPLAINTS AND GRIEVANCES

Faculty have access to the University grievance procedures to resolve claims related to University action or decision related to his or her employment as outlined by the Faculty Grievances Policy (I.B.1)¹⁰.

Administrative, professional, clerical, and service staff members have access to the Dispute Resolution for Administrative/Professional and Clerical/Service Staff Members Policy (VI.D.1) and procedures¹¹.

All employees bringing complaints alleging discrimination are processed pursuant to the Equal Opportunity, Equal Access and Affirmative Action Policy (III.C.2)¹². Individuals are directed and encouraged to use the procedures established for filing such complaints, as indicated in the Procedures for Resolving Complaints of Discrimination and Harassment¹³ available online. In these cases, the Office of Institutional Equity will participate in investigating and resolving the issue.

Complaints alleging harassment are processed in accordance with the Anti-Harassment Policy (III.C.1)¹⁴, the Procedures for Resolving Complaints of Discrimination and Harassment¹⁵, the Title IX Harassment Policy (III.C.4)¹⁶, and Procedures for Resolving Complaints of Title IX Harassment¹⁷. The Vice President for Ethics and Compliance is responsible for overseeing and coordinating the enforcement of policies and procedures that deal with harassment for all campuses and operations in the University system. The Office of Institutional Equity monitors complaints or requests for assistance on a regular basis.

The Office of Institutional Equity monitors complaints and/or inquiries. In addition, it identifies any patterns or trends that suggest areas requiring remedial action by the University. For example, a disproportionately high number of complaints from a particular college, department or unit may trigger a special investigation or targeted training by the Office of Institutional Equity. To facilitate this process, the Office of Institutional Equity developed a complaint database containing key information about complaints filed with the Office.

Findings:

- University staff members have multiple avenues for pursuing complaints and grievances. The Office of Institutional Equity is the point of contact for all discrimination and harassment complaints made by the campus community.

- One of the goals of the Diversity and Inclusion Awareness program initiated by the University was to increase understanding amongst University employees and to reduce conflicts and tension that can lead to complaints and grievances. Following the merger, the training is being redesigned to include the heritage of both campuses.

Recommendations:

- Continued efforts will be made to educate and inform the entire campus of their rights to file complaints should they experience or observe actions that potentially violate the University’s Anti-Harassment or Non-Discrimination policies and to educate staff in an effort to reduce the likelihood that actions will be taken that might trigger complaints.

M. POSTERS AND NOTICES

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

Findings:

- Campus buildings contain the required posters and notices, in areas that are visible to the campus community.

Recommendations:

- The Office of Institutional Equity and the Human Resources Department will continue to inspect each building on a regular basis to ensure compliance.

N. CONTRACT AND COMPLIANCE

Purdue University Northwest seeks, identifies, and encourages female and minority owned and operated firms to participate in providing Purdue with goods and services.

Findings:

- The University collaborates with regional agencies to be a useful tool in creating awareness, providing clarification, and establishing relationships with minority and female business owners.

Recommendations:

- The University will work with local constituent groups to maintain an accurate list of available minority and female contractors, vendors, and suppliers.
- The Office of Procurement and Auxiliary Services should continue to develop relationships and to track progress in this area.

PART VI

DEVELOPMENT AND EXECUTION OF PROGRAMS

A. MONITORING OF POSITION SPECIFICATIONS

1. Staff

The Employment Team within the Human Resources Department reviews all non-faculty position specifications for job-relatedness and non-discrimination on the basis of race, color, sex, disability, age, veteran status, religion, national origin, ancestry, genetic information, marital status, parental status, sexual orientation, or gender identity and expression, except where age, sex or national origin is a bona fide occupational qualification.

2. Faculty

Each academic department is responsible for monitoring its respective faculty job specifications for job-relatedness and non-discrimination on the basis of race, color, sex, disability, age, veteran status, religion, national origin, ancestry, genetic information, marital status, parental status, sexual orientation, or gender identity and expression, except where age, sex or national origin is a bona fide occupational qualification. The Office of Institutional Equity assists in this evaluation process.

B. DISTRIBUTION OF POSITION ANNOUNCEMENTS

All openings posted through the Human Resources Department are available for viewing on the Human Resources Department web site. Applicants having trouble accessing information on the Human Resources Department web site because of a disability are directed to contact Human Resources at 219-989-2251. Printed copies of the vacancies are also available in the Human Resources Department. Each job opening announcement is sent to WorkOne, the NAACP, the Urban League, City of East Chicago, HigherEdJobs.com and local Veterans Services. Additionally, Management, Professional and Administrative and Operational Support vacancies may be advertised via various websites in an effort to increase diversity among the applicant pool including individuals with disabilities and veterans.

Purdue University Northwest is committed to advancing diversity in all areas of faculty effort, including scholarship, instruction, and engagement. Faculty candidates are asked to address at

least one of these areas in their cover letter, indicating their experiences, current interests or activities, and/or future goals to promote a climate that values diversity and inclusion.

The Office of Institutional Equity monitors each faculty position announcement for an adequate search and recruitment plan. The office also checks for compliance with equal employment opportunity and affirmative action guidelines and disclaimers.

Faculty postings are available for viewing on the Human Resources Department website. Applicants having trouble accessing information on the Human Resources Department web site because of a disability are directed to contact Human Resources at 219-989-2251.

Each advertisement and search plan is also reviewed to see that it includes mechanisms likely to reach protected class members. When efforts appear inadequate, the Office of Institutional Equity immediately calls the search chair, dean, or department head to urge additional and/or alternative strategies, including networking with those colleges and universities with minority predominance.

C. SELECTION PROCESS

1. Education of Selection Personnel

All employees involved in the hiring process are taught equal employment opportunity requirements in open workshops offered by the Office of Institutional Equity. This includes the “Faculty Search and Screen Procedures.”

2. Adherence to Uniform Guidelines on Employee Selection

The Human Resources Department adheres to the Uniform Guidelines on Employee Selection in its screening and referral process. Close communication is maintained between the Human Resources Department staff handling employment and the hiring supervisors. Visits with hiring supervisors are conducted regularly by recruiters to ensure compliance with the University’s policies and procedures.

D. RECRUITMENT AND REFERRAL SOURCES

The Office of Institutional Equity will provide recruitment and referral sources by female and minority classification and academic discipline. These sources of information grow through networking and identifying appropriate organizations that advocate minority and female opportunities in employment.

In an effort to address underutilization in the EEO6 categories within the various departments, the Office of Institutional Equity will continue its efforts to assist departments with attracting more female and minority applicants when a position has opened up. Departments will be given lists of additional advertising sources that will address underutilization specific to their area.

Human Resources maintains a list of sources for recruitment in all non-faculty job groups. In addition, representatives regularly attend a variety of job fairs and other activities designed to recruit and to raise the level of awareness of employment opportunities at Purdue University Northwest.

E. ADVERTISING

Advertisements are prepared by the respective school or department. The Office of Institutional Equity monitors all faculty advertisements for possible discriminatory language and the inclusion of the statement: "Purdue University Northwest is an EOE/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."

The Human Resources Department and, when requested, the Office of Institutional Equity, monitors the non-faculty advertisements for inclusion of this statement. The phrase "an equal access/equal opportunity university" is used for advertising in publications pertaining to special events, programs, and activities.

The Office of Institutional Equity advises and assists colleges, departments or units regarding wording and tone that might have greater recruitment appeal for females and minorities.

F. PUBLICATIONS

The Purdue Marketing Communications office ensures that University publications contain the phrase "an equal access/equal opportunity university." They also check to see that where there are pictures of students, staff, or visitors, there is a balanced representation of females, minorities, veterans, and individuals with disabilities.

G. SOCIAL AND RECREATIONAL OPPORTUNITIES

For all University sponsored social and recreational functions, the University offers equal opportunity to all employees without regard to race, color, sex, disability, age, veteran status, religion, national origin, ancestry, genetic information, marital status, parental status, sexual orientation, or gender identity and expression.

Also, institutional facilities will continue to be provided for all employees on an equal basis. Where segregation is necessary by sex, for example locker rooms or rest rooms, facilities will be substantially equal for males and females.

The Athletics department has an Institutional Equity Committee composed of selected employees, including the Title IX Coordinator, and student athletes. The Committee was developed by the Athletic department to ensure equity in PNW sports teams, practices and guidelines.

H. SPECIAL INITIATIVES BY ORGANIZATIONAL UNITS

The following is a list of some of the special initiatives colleges and departments have engaged in to promote equal opportunity for females and minorities. The list is not exhaustive, but can be considered representative. Additional initiatives specific to veterans and individuals with disabilities are included in the Purdue University Northwest “Affirmative Action Plan for Veterans and Individuals with Disabilities.”

Cultural Heritage Celebration Committee

The Cultural Heritage Celebration Committee was inaugurated in 2022 evolved from Creating a Culture of Inclusion Team (CCIT). This committee is charged with providing leadership for all Purdue Northwest celebrations of cultural heritage. The PNW community includes students, faculty and staff of various ethnicities, genders and backgrounds, and the Cultural Heritage Celebration Committee aims to provide educational and uplifting events to the PNW community in order to build an inclusive campus.

Its members are responsible for planning, coordinating, and executing campus celebrations that include but are certainly not limited to:

- Hispanic Heritage Month
- Black History Month
- The Martin Luther King, Jr. Holiday (MLK Day)
- Women’s History Month
- Native American History Month
- Arab American Heritage Month
- Asian American and Pacific Islander Heritage Month
- LGBTQIA+ Pride Month
- Juneteenth

PRIDE Team: PNW Respecting Inclusion, Diversity and Equity

Another branch of a restructured CCIT also launched in 2022 as the PRIDE Committee, whose acronym stands for **P**NW **R**especting **I**nclusion, **D**iversity and **E**quity. The mission of the PRIDE Team at Purdue University Northwest is to promote an open, respectful, and welcoming climate and culture that facilitates learning, discovery, service, engagement and professional

development. The PRIDE team, in its vision, strives for a PNW community that values diversity, equity, inclusion and belonging.

Through the programs and services offered by PRIDE, students, employees and the community learn cultural awareness, appreciate diverse perspectives, promote equity and belonging.

- Diversity – Diversity is the infinite range of human differences. As such, we at PNW, view diversity holistically, understanding that the definition is constantly evolving and that our plurality is our strength.
- Inclusion - Inclusion is involvement and empowerment, which the inherent worth and dignity of all people are recognized and celebrated. As an inclusive university, PNW promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.
- Equity – A central tenet of equity is the guarantee of fair treatment, access, opportunity, and advancement for all while striving to identify and eliminate barriers that have prevented the full participation of some groups. At PNW, the principle of equity acknowledges that there are historically under-served and under-represented populations. Fairness is needed to assist equality in the provision of effective opportunities for all groups while on campus and in the broader community.
- Belonging – A desire to be accepted or included as a member or part of a group. PNW views belonging as an essential inclusivity component for students, faculty and staff. It permits the “Belonger” to feel a sense of accomplishment and success in their individual and collective endeavors.

Office of Institutional Equity

The Office of Institutional Equity conducted Title IX and harassment and discrimination prevention training with several areas of the Purdue University Northwest campus. The training sessions included resident advisors, and community assistants in University housing, coaches and athletes, camp directors, Deans and Department Heads, and students.

Staff within the Office of Institutional Equity conducted personalized one-on-one training in specific situations as needed and made presentations to various classes and departments regarding harassment prevention. New employees and new students regularly receive training regarding the University’s Nondiscrimination and Anti-Harassment policies at their respective orientations.

The Office of Institutional Equity also administers the Mandatory Reporters training for Purdue University Northwest employees designated as such. Mandatory Reporters include individuals employed by the University who hold a title of or equivalent to President, Chancellor, vice president, vice chancellor, vice provost, dean, department head and director, as well as employees in supervisory or management roles and staff who have authority to institute corrective measures on behalf of the University.

Training for PNW members of the Chancellor’s Equity Panel members is led by Vice President Alysa Rollock and her team at the West Lafayette campus annually. The training provides equity panel members an opportunity to learn or review University policies regarding Non-Discrimination, Anti-Harassment, and Equal Opportunity, Equal Access, and Affirmative Action, as well as the Procedures for Resolving Complaints of Discrimination and Harassment.

Building Community through the Arts (BCTA)

This program was established as a community outreach project designed to reach the diverse external communities served by Purdue University Northwest. As a regional university, it is extremely important that we be engaged with our community in a variety of ways. Artistic expression is a universal attribute of human beings. By providing innovative, comprehensive and excellent programs, BCTA facilitates growth by the University community. The initial motivation for this program stemmed from recognizing that diverse cultures have important perspectives for all of us and it is vital to maintain that framework.

The College of Humanities, Education and Social Sciences (CHESS) sponsors BCTA. The program is directed by a committee whose members represent areas from across the campus community. BCTA events happen twice a year, typically once in the fall semester and once in the spring semester. Event location and themes vary, though typically serve to create cultural awareness, civic engagement and preserve community identity.

One Book, One University

Purdue University Northwest has invited the community to learn and grow together through One Book, One University (previously known as “One Book, One Community”). To encourage conversations across academic disciplines and unite the campus community, the One Book, One University Committee works with campus groups and the community for additional events, such as summer-teaching workshops for interested faculty and graduate students, panel and film presentations, and student research projects.

I. INTERNAL AND EXTERNAL DISSEMINATION

The University disseminates its Equal Opportunity, Equal Access and Affirmative Action policy both internally and externally utilizing the following procedures:

1. Internal Dissemination

Published Documents and Postings

The policy is available on the [University Policies' Website](#)¹⁸ and the [Office of Institutional Equity website](#).¹⁹

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

Programs and Presentations

The Chancellor and senior executive staff emphasize this policy in meetings with deans, directors, department heads, faculty and staff, and advisory groups.

The Executive Director of the Office of Institutional Equity meets with the Vice Chancellors, as well as, staff from the Human Resources Department periodically to discuss Affirmative Action and Equal Employment Opportunity in order to ensure that all staff are aware of their responsibilities, and to determine if Affirmative Action and Equal Employment Opportunity progress is being made.

Orientation programs for new faculty (full and part-time) and staff include an overview of Purdue policies and directions to find more information on the [Office of Institutional Equity website](#).²⁰ Training workshops for current employees are frequently conducted by the Office of Institutional Equity during which the policy is discussed, and responsibilities and procedures are explained.

The Office of Institutional Equity provides training to faculty search committees to ensure committee members understand Affirmative Action and Equal Employment Opportunity procedures and guidelines. In addition, all requests to fill new and existing faculty positions must be reviewed and authorized by the Office of Institutional Equity prior to posting. For staff searches, Human Resources informs search committee members and hiring supervisors of their responsibilities of equal employment opportunity, equal access, and affirmative action. Once approval to create the position is authorized, the Office of Institutional Equity or Human Resources ascertains whether there is an underutilization and advises the search chair accordingly.

This Affirmative Action Plan is distributed annually to Purdue Northwest administrators.

2. External Dissemination

Advertisements and Notices

Each advertisement of a vacant position placed by the University must state in clear distinguishable type: "Purdue University is an EOE/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."

Applicants are informed of the Affirmative Action and Equal Employment Opportunity policy through posters displayed in the proximity of the Human Resources Department, campus buildings, and in materials included in the employment application packet.

The Purchasing Department sends written notification of the Equal Opportunity, Equal Access and Affirmative Action policy, including the equal opportunity clause to all sub-contractors, vendors, and suppliers doing business with Purdue Northwest. The statement reads as follows:

NONDISCRIMINATION: The Seller, or its subcontractor(s), if any, shall not discriminate against any qualified employee or applicant for employment in the performance of this Agreement, with respect to hire, tenure, terms, conditions, or privileges of employment, or any matter directly or indirectly related to employment because of race, religion, color, sex, age, national origin or ancestry, disability or status as a disabled or Vietnam era veteran or any other basis prohibited by applicable law. The Seller, or its subcontractor(s), if any, agrees to comply with all the provisions contained in the Executive Orders No. 11246 and No. 11375, the Equal Employment Opportunity Clause requirements as set forth at 41 CFR 60 –1.4, 41 CFR 60- 250.22 and 41 CFR 60-741.5(a), which are hereby incorporated by reference and made a part hereof, and the nondiscrimination mandates of the Indiana Civil Rights Law as presently codified at Ind. Code § 22 – 9 – 1 – 1 et seq. As used therein the word "contractor" shall be deemed to mean "Seller," and the word "contract" shall refer to this Agreement. In addition, the seller shall cause the Equal Employment Opportunity Clauses referenced above to be included in their subcontracts or purchase orders hereunder unless exempted by rules, regulations and orders of the Secretary of Labor issued pursuant to Section 204 of the Executive Orders No. 11246 and No. 11375 as amended.

The Facilities Services Department includes the University policy and equal opportunity clause in the general conditions of all contracts to be let for bid.

Other Methods

Print copies of the Affirmative Action Plan are available by request at the Office of Institutional Equity located in Lawshe Hall, Room 218 and in Schwarz Hall, Room 160. Copies of the plan are made available electronically and printed upon request to all senior leaders and managers of the departments, which include the Chancellor, Provost, Vice Chancellors, and College Deans.

Additionally, the library shall retain a printed copy of the plan, which is available upon request to all faculty, staff, students and community members.

Attention is given during preparation of handbooks, brochures, websites, and other publications to include information and pictures reflecting the participation of females, minorities, veterans and people with disabilities in a wide range of campus activities. The Office of Institutional Advancement, through the Marketing and Communication team, shares this responsibility.

Purdue University Northwest's Equal Opportunity, Equal Access and Affirmative Action policy and its Affirmative Action Plans can also be found on the [Office of Institutional Equity website](#).²¹

¹ <https://www.pnw.edu/office-institutional-equity/affirmative-action-plan/>

² https://www.purdue.edu/purdue/ea_eou_statement.php

³ <https://www.purdue.edu/policies/ethics/iic2.html>

⁴ <https://www.pnw.edu/oie>

⁵ Individuals appointed as visiting faculty, post-doctoral research associates, or other non-tenure track positions labeled EEO-6 category 03, are included as part of the workforce summaries, but placement goals are not established for this group. By definition, the positions are of a limited duration.

⁶ Graduate student assistants, designated as EEO-6 category 04, are included in certain workforce reports primarily to account for all staff listed on the University payroll. However, placement goals are not set for job groups in the student assistant category because student appointments are limited duration appointments related solely to academic programs and are not part of the normal hiring procedures.

⁷ Any job groups designated by the University as “temporary” are not included in any of the workforce summaries, comparisons, or utilizations set forth in this plan.

⁸ [https://www.purdue.edu/ethics/Affirmative Action/POCCodesbyEEO.pdf](https://www.purdue.edu/ethics/Affirmative_Action/POCCodesbyEEO.pdf)

⁹ The October Snapshot File is prepared annually and contains comprehensive data on the composition of the PNW Hammond workforce.

¹⁰ <http://www.purdue.edu/policies/academic-research-affairs/ib1.html>

¹¹ <http://www.purdue.edu/policies/human-resources/vid1.html>

¹² <http://www.purdue.edu/policies/ethics/iic2.html>

¹³ <https://www.purdue.edu/ethics/resources/resolving-complaints.php>

¹⁴ <http://www.purdue.edu/policies/ethics/iic1.html>

¹⁵ <https://www.purdue.edu/ethics/resources/resolving-complaints.php>

¹⁶ <https://www.purdue.edu/policies/ethics/iic4.html>

¹⁷ <https://www.purdue.edu/ethics/resources/titleIX-complaints.php>

¹⁸ <https://www.purdue.edu/policies/>

¹⁹ <https://www.pnw.edu/oie>

²⁰ <https://www.pnw.edu/oie>

²¹ <https://www.pnw.edu/oie>



PURDUE UNIVERSITY NORTHWEST

Office of Institutional Equity

Lawshe Hall 218
2202 169th St
Hammond, IN 46323
219-989-2337

Schwarz Hall 160
1401 S. U.S. 421
Westville, IN 46391
219-785-5545



pnw.edu/oie

**Purdue University Northwest is an EOE/AA employer.
All individuals, including minorities, women, individuals with
disabilities, and veterans are encouraged to apply.**

