

Affirmative Action Plan

Hammond Campus

Gender, Race, & Ethnicity

October 2019-September 2020



PURDUE
UNIVERSITY
NORTHWEST

EQUITY, DIVERSITY
AND INCLUSION

November 15, 2019

ALL MEMBERS OF THE PURDUE UNIVERSITY COMMUNITY

Dear Colleagues:

Again this year it is my privilege to reaffirm Purdue University's commitment to equal opportunity, and to diversity in all its forms. It is important that as a university we make a concerted proactive effort to increase the diversity of our faculty, staff and students. In addition, we strive to provide opportunities for each person employed by the University to develop professionally and to be recognized for his or her contribution to Purdue.

Purdue University commits to creating and maintaining a community that recognizes and values the inherent worth and dignity of every person, while fostering tolerance, sensitivity, understanding, and mutual respect among its members. Purdue policy prohibits discrimination or harassment of any member of the University community 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. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increases, salary, training and development, demotion, and separation. We believe this policy complies with the provisions of all applicable federal and state laws and University policies.

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 the University's equal opportunity goals.

Anyone seeking additional information concerning Purdue's Affirmative Action Plan 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.

As always, your comments and suggestions for ways to improve equal access and equal opportunity and to encourage respect for all members of the Purdue University community are encouraged.

Sincerely,



Mitchell E. Daniels Jr.
President

November 2019

Purdue University Northwest (PNW) recognizes the value of a diverse faculty and staff. Celebrating the unique background and experience of every person encourages new ideas to develop that benefit our students and 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 Purdue Northwest'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 Equity, Diversity and Inclusion, and in hard copy in Room 218 of Lawshe Hall on the Hammond Campus and Schwarz Hall 25D 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 has a stake in helping make Purdue Northwest a positive example of diversity to our students and to the larger community of which we are a part. Please consider joining any number of activities that recognizes and celebrates diversity of race, gender, culture and identity—such as celebrations for MLK Day and Women's History Month; festivals for World Cultures; and training about LGBTQ+ issues.

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,



Thomas L. Keon

Chancellor



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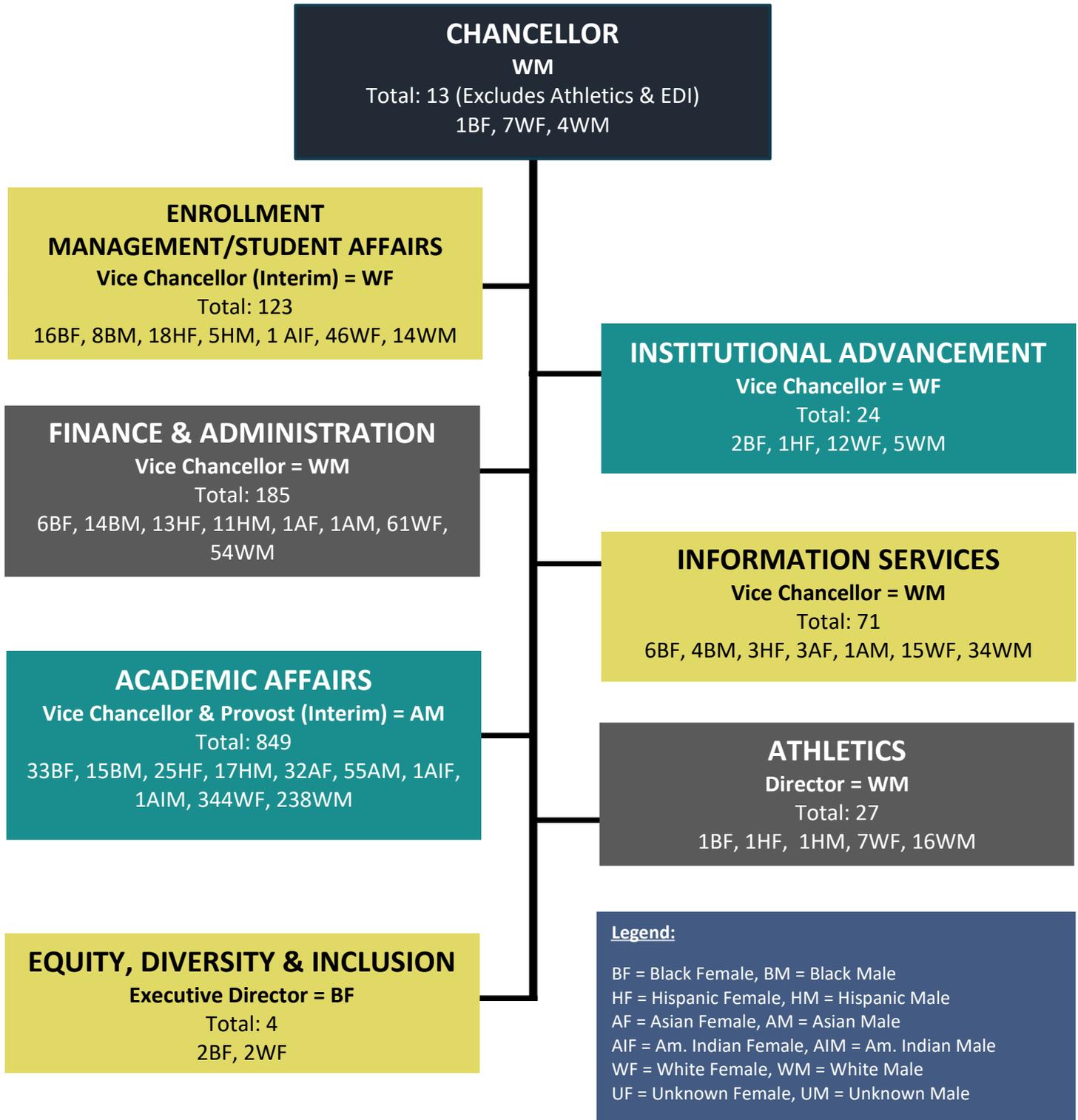
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PART I - STATEMENT OF PURPOSE

A.

Purdue Northwest – Hammond & Westville Campus Organizational Profile



Purdue Northwest – Hammond & Westville

Academic Affairs Organizational Profile

ACADEMIC AFFAIRS
 Vice Chancellor & Provost (Interim) = AM
 Total: 849
 33BF, 15BM, 25HF, 17HM, 32AF, 55AM, 1AIF, 1AIM,
 344WF, 238WM

HUMANITIES, EDUCATION & SOCIAL SCIENCE (CHESS)
 Dean = UF
 Total: 332
 14BF, 3M, 9HF, 7HM, 12AF, 7AM, 147WF,
 97WM

TECHNOLOGY
 Dean = BM
 Total: 24
 2BF, 1HF, 12WF, 5WM

ENGINEERING & SCIENCES
 Dean = WM
 Total: 170
 3BF, 5BM, 3HF, 2HM, 11AF, 25AM, 44WF,
 66WM

NURSING
 Dean = WF
 Total: 102
 4BF, 6HF, 68WF, 3WM

BUSINESS
 Dean = BM
 Total: 111
 8BF, 4BM, 3HF, 2HM, 6AF, 7AM, 39WF,
 29WM

HONORS COLLEGE
 Dean = WM
 Total: 5
 3WF, 2WM

Legend:
 BF = Black Female, BM = Black Male
 HF = Hispanic Female, HM = Hispanic Male
 AF = Asian Female, AM = Asian Male
 AIF = Am. Indian Female, AIM = Am. Indian Male
 WF = White Female, WM = White Male
 UF = Unknown Female, UM = Unknown Male

B. Purpose and Applicability of the Affirmative Action Plan

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.

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)

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,

¹ <https://www.pnw.edu/diversity/affirmative-action-plans/>

in the campus library, as well as in the Office of Equity, Diversity, and Inclusion, Room 218, Lawshe Hall at the Hammond location and Room 25 D, Schwarz Hall Room 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 Equity, Diversity, and Inclusion at 219-989-2337.

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.

Exclusion of Students

Federal regulations do not mandate affirmative action for students; thus, they are excluded from this plan.

C. Definitions

DISCRIMINATION, within the context used in this Affirmative Action Plan, refers to the process of illegally differentiating between people on the basis of group membership, rather than individual merit. **SYSTEMIC DISCRIMINATION** may occur when unequal treatment results from "neutral" institutional practices that continue the effect of past discrimination. **INDIVIDUAL DISCRIMINATION** may result when a person is subjected to unequal treatment on the basis of race, color, sex, disability, age, veteran status, religion, national origin, ancestry, genetic information, marital status, parental status, sexual orientation, or gender identity and expression.

The concept of **EQUAL EMPLOYMENT OPPORTUNITY** proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, color, sex, disability, age, veteran status, religion, national origin, ancestry, genetic information, marital status, parental status, sexual orientation, or gender identity and expression. It guarantees everyone the right to be considered solely on the basis of their ability to perform the duties of the job in question, with or without reasonable accommodations.

The principle of **AFFIRMATIVE ACTION** requires that aggressive efforts be utilized to employ and advance females 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.

D. 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 objectives of Purdue University Northwest's affirmative action plan include:

1. Recruiting, hiring, training, and promoting persons in all job classifications without regard to race, color, religion, national origin, genetic information, ancestry, marital status, parental status, gender identity or expression, sexual orientation, veteran's status, physical or mental disability, age, or sex, except where age, sex or national origin is a *bona fide* occupational qualification.
2. Making decisions within all stages of the employment process that will further the principles of equal employment opportunity.
3. Ensuring that criteria for all personnel actions, including recruitment, hiring, promotion, granting of tenure, compensation, employee benefits, company sponsored training, selection for training, 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. Applying vigorously the principles of affirmative action to correct problems if they arise and ensure equal opportunity in areas where underutilizations of females or minorities are found.

E. Legal Basis

This affirmative action plan has been 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.

PART II – REAFFIRMATION OF POLICY

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. Since that time, the statement has been amended. It currently reads:

“Purdue 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, Purdue University seeks to develop and nurture its diversity. The University believes that diversity 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. Purdue 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 right to protection from the harmful effects of discrimination.

To meet its commitment under federal and state laws, Purdue 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, gender identity and expression, genetic information, national origin, ancestry, marital status, parental status, sexual orientation, disability, veteran status, or age. Additionally, Purdue University promotes the full realization of equal employment opportunity through its affirmative action program.

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

In furtherance of the University's equal employment opportunity and affirmative action obligations, the President of the University has implemented the preceding policy through a number of actions, including issuance of Purdue University's Nondiscrimination Policy Statement and the issuance of the University policy, Equal Opportunity, Equal Access and Affirmative Action, most recently revised July 2018. These policies can be accessed through [the Office of Equity, Diversity, & Inclusion website](http://www.pnw.edu/diversity).²

² <http://www.pnw.edu/diversity>

PART III – INTERNAL AND EXTERNAL DISSEMINATION

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

A. Internal Dissemination [41 CFR 60-2.17(d)]

Published Documents and Postings

The policy is included in the *Faculty and Staff Handbook*, *Purdue Today* and other employee newsletters, the [University Policies' Website](http://www.purdue.edu/policies),³ the *Academic Procedures Manual*, the *Fostering Respect, Creating Community* booklet, and [the Office of Equity, Diversity, & Inclusion website](http://www.pnw.edu/diversity).⁴

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 Equity, Diversity, & Inclusion 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 the policies detailed in the *Fostering Respect Creating Community* booklet. Additionally, each attendee is provided with a copy of the *Fostering Respect Creating Community* booklet to reference. Training workshops for current employees are frequently conducted by the Office of Equity Diversity, & Inclusion during which the policy is discussed, and responsibilities and procedures are explained.

The Office of Equity, Diversity, & Inclusion 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 Equity, Diversity & Inclusion 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 Equity, Diversity, and Inclusion 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.

³ <http://www.purdue.edu/policies>

⁴ <http://www.pnw.edu/diversity>

B. 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 EEO/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply."

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. All new employees receive a soft-bound copy of *Fostering Respect, Creating Community*, articulating Purdue University's commitment to affirmative action, setting forth Purdue University's affirmative action policy, and outlining procedures for filing formal and informal complaints relating to discrimination or harassment. The booklet also includes the University's Non-Discrimination Policy Statement, Anti-Harassment Policy, and Policy on Amorous Relationships.

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

Copies of the Affirmative Action Plan are available at the Office of Equity, Diversity, & Inclusion located in Lawshe Hall, Room 218 and in Schwarz Hall, Room 25 D. Copies of the plan are distributed to all senior leaders and managers of the departments, which include the Chancellor, Provost, Vice Chancellors, and College Deans. Additionally, the library has a 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, Marketing and Communication 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 Equity, Diversity, & Inclusion website](http://www.pnw.edu/diversity).⁵

⁵ <http://www.pnw.edu/diversity>

PART IV – IMPLEMENTATION AND RESPONSIBILITY

Ultimate responsibility for compliance with applicable nondiscrimination and affirmative action laws and policies rests with the Board of Trustees. The members of the Board of Trustees are as follows: Lawrence “Sonny” Beck, Michael R. Berghoff (Chairman), JoAnn Brouillette, Vanessa Castagna, Malcolm DeKryger, Michael Klipsch, Gary J. Lehman, Noah Scott, Thomas E. Spurgeon (Vice Chairman), and Don Thompson.

Mitchell E. Daniels, Jr., President of Purdue University, assumes full responsibility for the successful implementation of the University’s Equal Employment Opportunity Policy and the Affirmative Action Plan.

Dr. Thomas L. Keon, Chancellor of Purdue University Northwest, reports directly to the University President and is responsible for ensuring the fulfillment of the University Equal Opportunity/Affirmative Action (EO/AA) policies and procedures at the Westville and Hammond locations.

Linda Knox, the Executive Director of the Office of Equity, Diversity, & Inclusion reports directly to Chancellor Keon and is responsible for developing, executing, and monitoring the Affirmative Action Plan for the Hammond and Westville campuses. The Executive Director provides day-to-day responsibility, and general oversight and leadership for the University's overall compliance efforts for all members of the University community, including compliance with Title VI, Title VII, Title IX, Section 503, Section 504 the Americans with Disabilities Act, Age Discrimination regulations, Executive Order 11246, and state civil rights statutes. With regards to Title IX specifically, Ms. Knox also serves as the designated Title IX Coordinator for the Hammond campus.

PART V – UTILIZATION ANALYSES

A. Job Classifications

Purdue Northwest's job classifications are determined through the Human Resources Department. A description of that determination is included below.

1. EEO-6 Categories

For the purpose of conducting meaningful workforce analyses, the Purdue University Northwest 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* issued by the Equal Employment Opportunity Commission. The categories and their corresponding 2-digit identification codes used by Purdue University Northwest are:

- 01 Ladder Rank Faculty (Tenure-track Faculty) Clinical and Research Faculty
- 03 Non-Ladder Rank Instructional (Non-tenure Track Faculty)⁶
- 04 Student Assistants⁷
- 05 Executive, Administrative, Managerial
- 06 Professional
- 07 Secretarial and Clerical
- 08 Technical and Paraprofessional
- 09 Skilled Crafts
- 10 Service and Maintenance

2. Job Groups (AAP Codes)⁸

Within each major category, staff is 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:

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

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

⁷ 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, underutilizations are not set for job groups in the student assistant category because student appointments are related solely to academic programs and are not part of the normal hiring procedures.

⁸ 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.

- c) Jobs within each group closely parallel the employment categories used in published data on the availability of minorities and females.
- d) Job groups take into consideration the reporting structure of the organization.
- e) Each job group contains a number of employees sufficient for valid statistical analyses.

Job group definitions are developed by Human Resources Department.

Each job group is assigned a three-digit classification code, referred to as the AAP Code. Purdue University continues the project of reviewing and updating its AAP Code system in order to make changes and adjustments in order to properly manage the University's current workforce.

B. Determination of Availability

In accordance with Department of Labor guidelines 11, following factors are considered in developing an estimate of the availability of females and minorities for each job group:

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

C. Utilization Analysis

Declaring Underutilization and Establishment of Placement Goals

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.

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.

1. 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.

2. 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.

3. Placement goals for Non-Faculty Areas

Placement goals are established for all regular r 13 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.

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.

D. Dissemination of Placement Goals to Units

Following the generation of the utilization analysis programs, the Office of Equity, Diversity, & Inclusion 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.

E. 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 ¹⁴ 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.

The following table displays demographic information regarding positions that report directly to the Chancellor. It is based on the data as of September 30, 2019.

F. Utilization Statistics

**Executives Reporting Directly to
the Chancellor of Purdue University Northwest**

Executive Type	Male	Female	Minority	Total
Vice Chancellor of Enrollment Management and Student Affairs	0	1	0	1
Vice Chancellor of Academic Affairs and Provost	1	0	1	1
Vice Chancellor of Institutional Advancement	0	1	0	1
Vice Chancellor of Finance and Administration	1	0	0	1
Vice Chancellor of Information Services	1	0	0	1
Executive Director, Office of Equity, Diversity, & Inclusion	0	1	1	1
Athletic Director	1	0	0	1
Total	4	3	2	7
Current Utilization	57%	43%	29%	

PART VI – 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, 2018, through September 30, 2019, as displayed in a “snapshot file” prepared in October 2019.⁹ 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.

The following charts provide a view of the overall workforce at Purdue University Northwest as of September 30, 2019. Tables including the data displayed in these charts can be found in Appendix A.

⁹ The October Snapshot File is a file prepared annually that contains comprehensive data on the composition of the PNW Hammond workforce as of September 30 of that year.

PNW Hammond Workforce Distribution by Job Category September 30, 2019

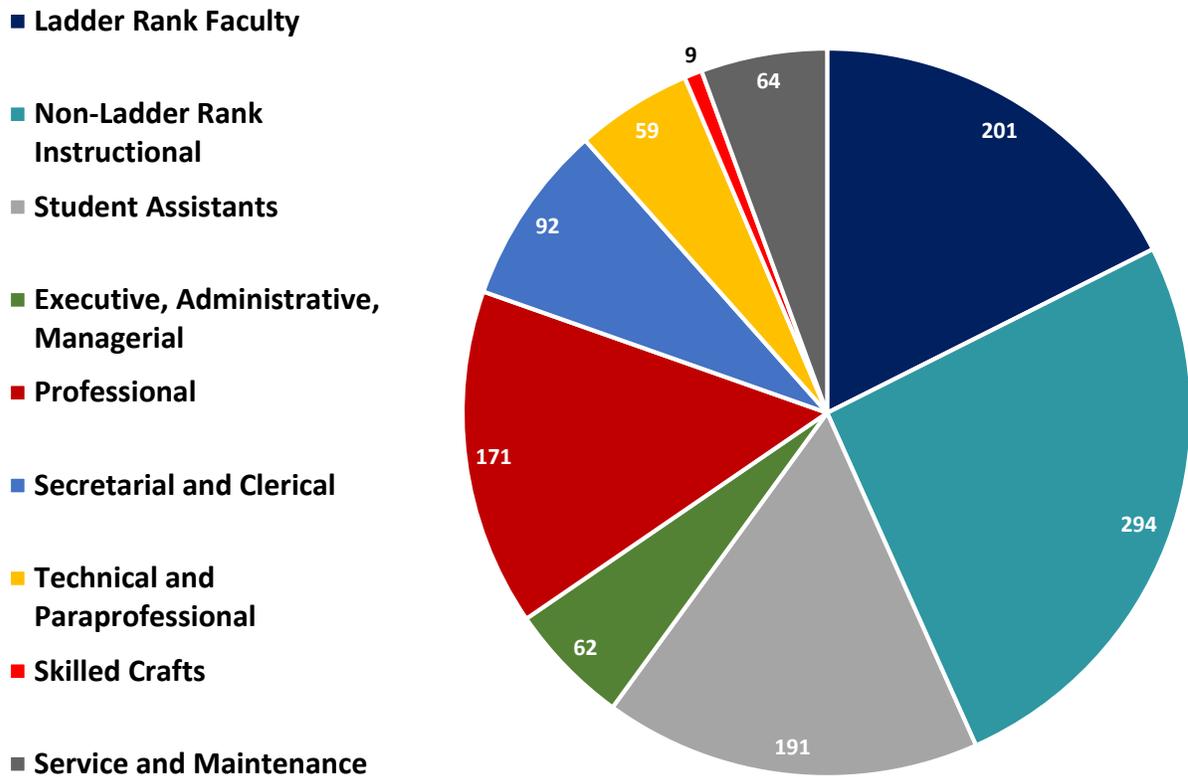


Figure 1: Distribution of Purdue University Northwest Hammond Employees by Job Category

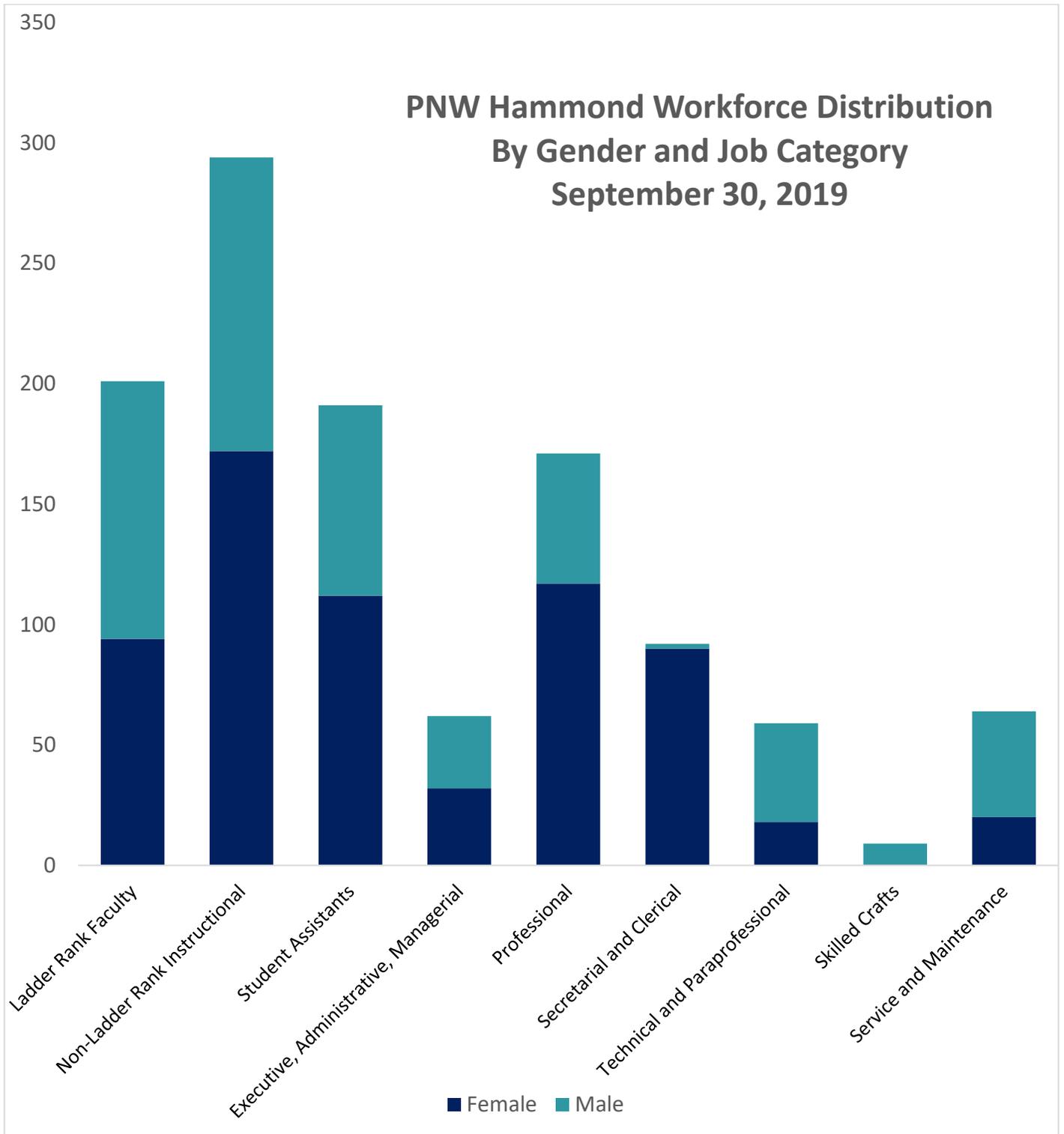


Figure 2: Distribution of Purdue University Northwest Hammond Employees by Gender and Job Category

PNW Hammond WorkForce Distribution by Race/Ethnicity and Job Category September 30, 2019

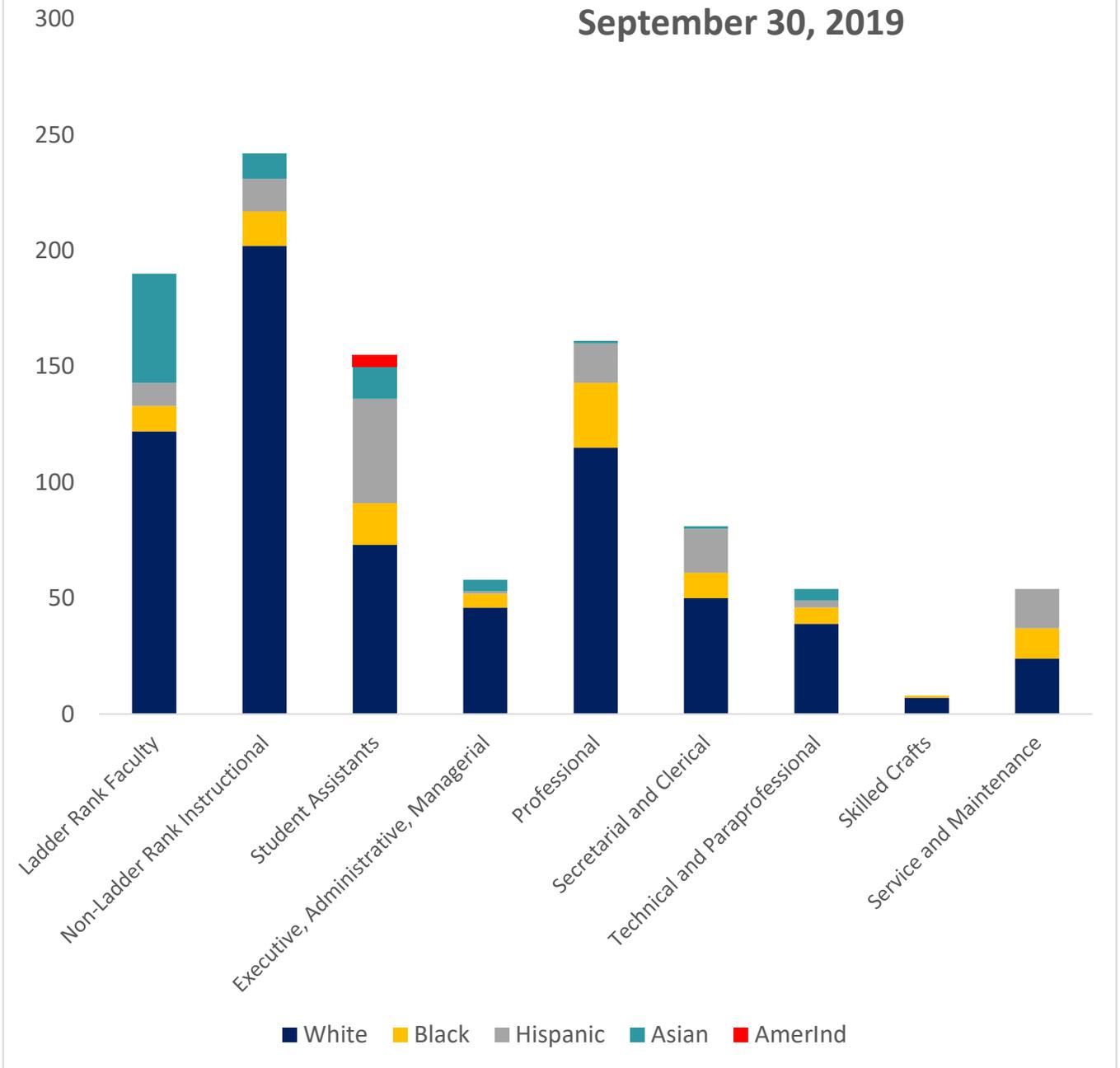


Figure 3: Distribution of Purdue University Northwest Hammond Employees by Race/Ethnicity and Job Category

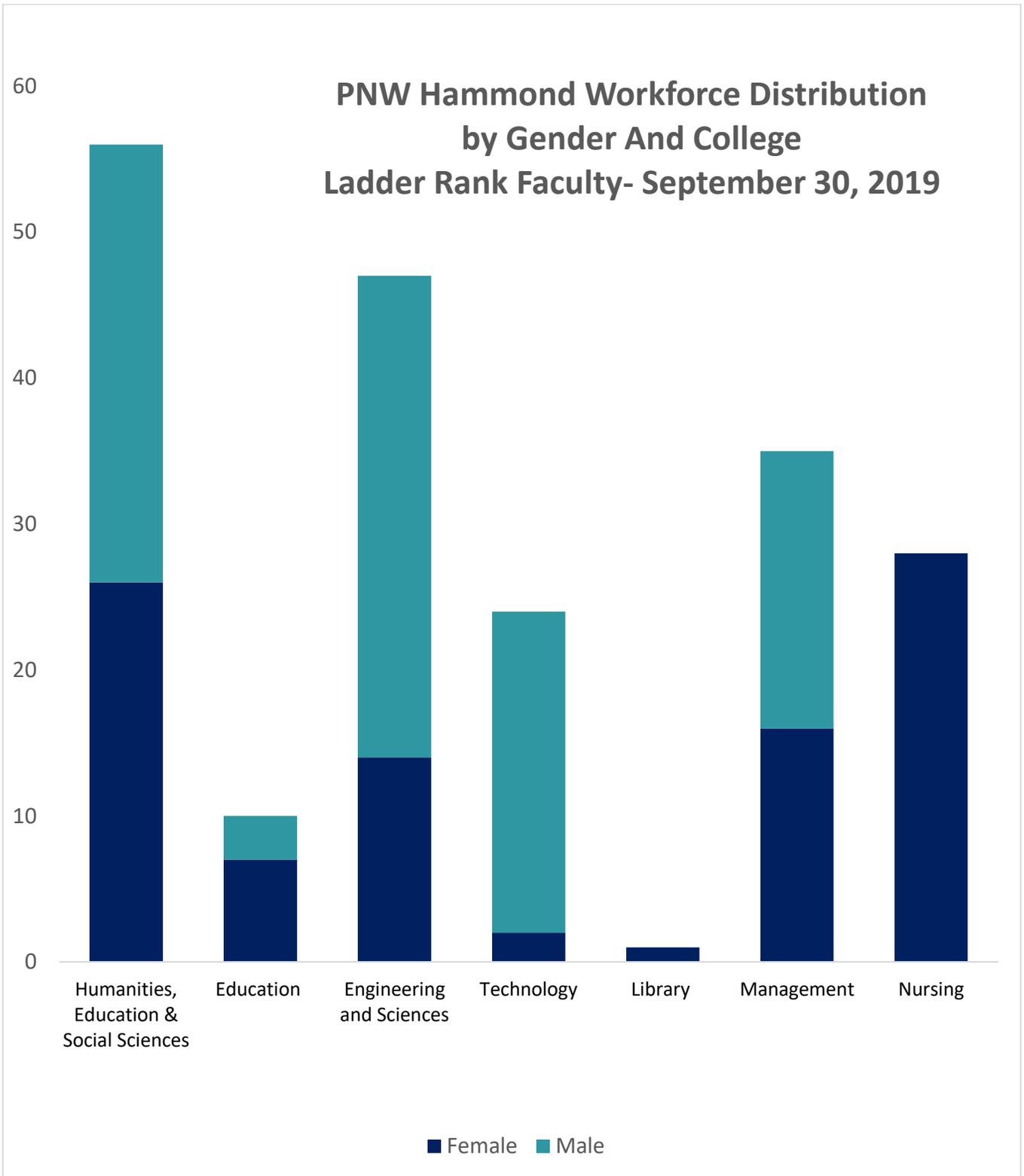


Figure 4: Distribution of Purdue University Northwest Hammond Ladder Rank Faculty by Gender and College

PNW Hammond Workforce Distribution by Race/Ethnicity and College Ladder Rank Faculty- September 30, 2019

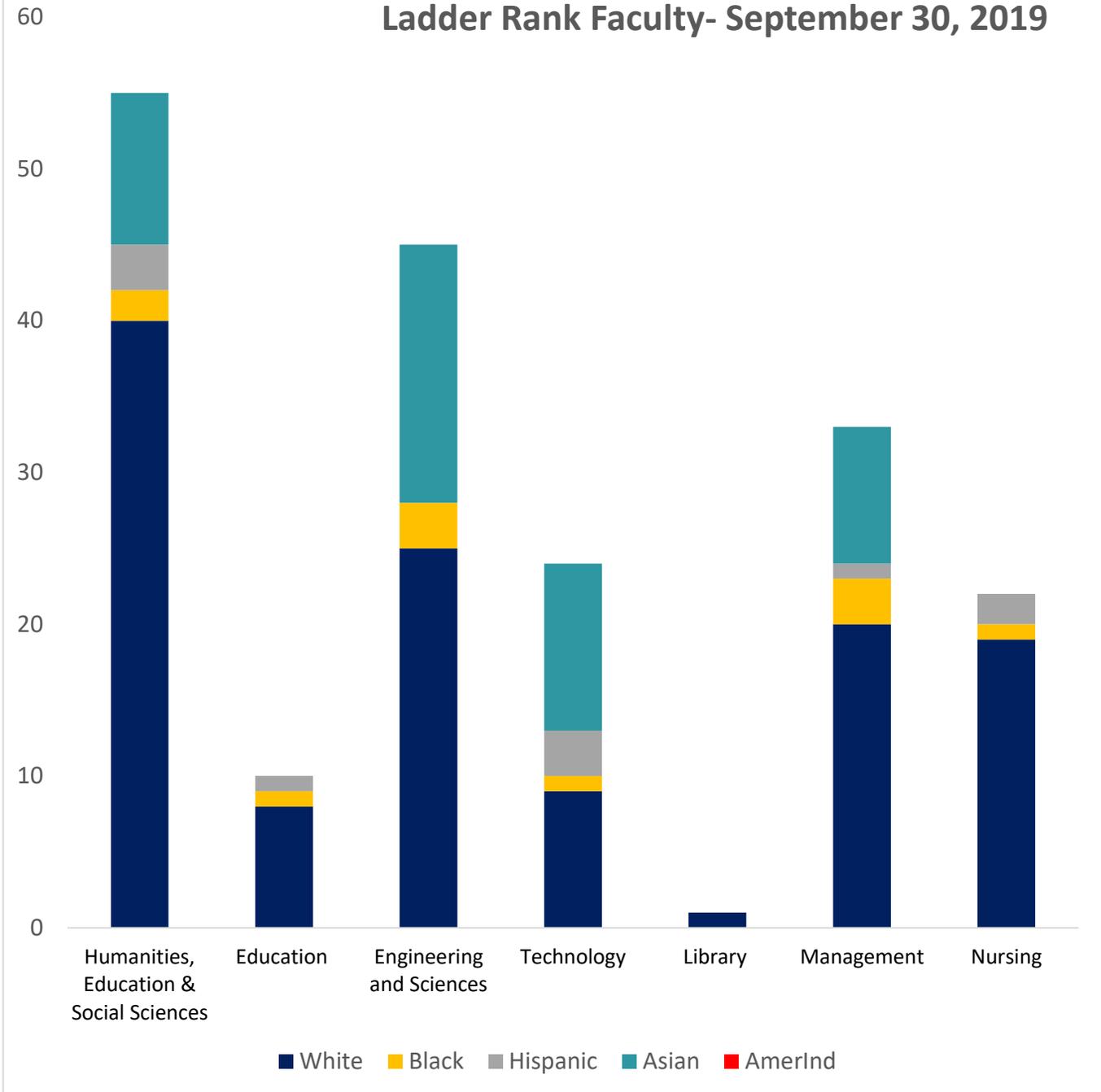


Figure 5: Distribution of Purdue University Northwest Hammond Ladder Rank Faculty by Race/Ethnicity and College

* Education is now in the College of Humanities, Education, & Social Sciences (CHESS) due to the reorganization of Academic Affairs.

** Library is now under Information Services

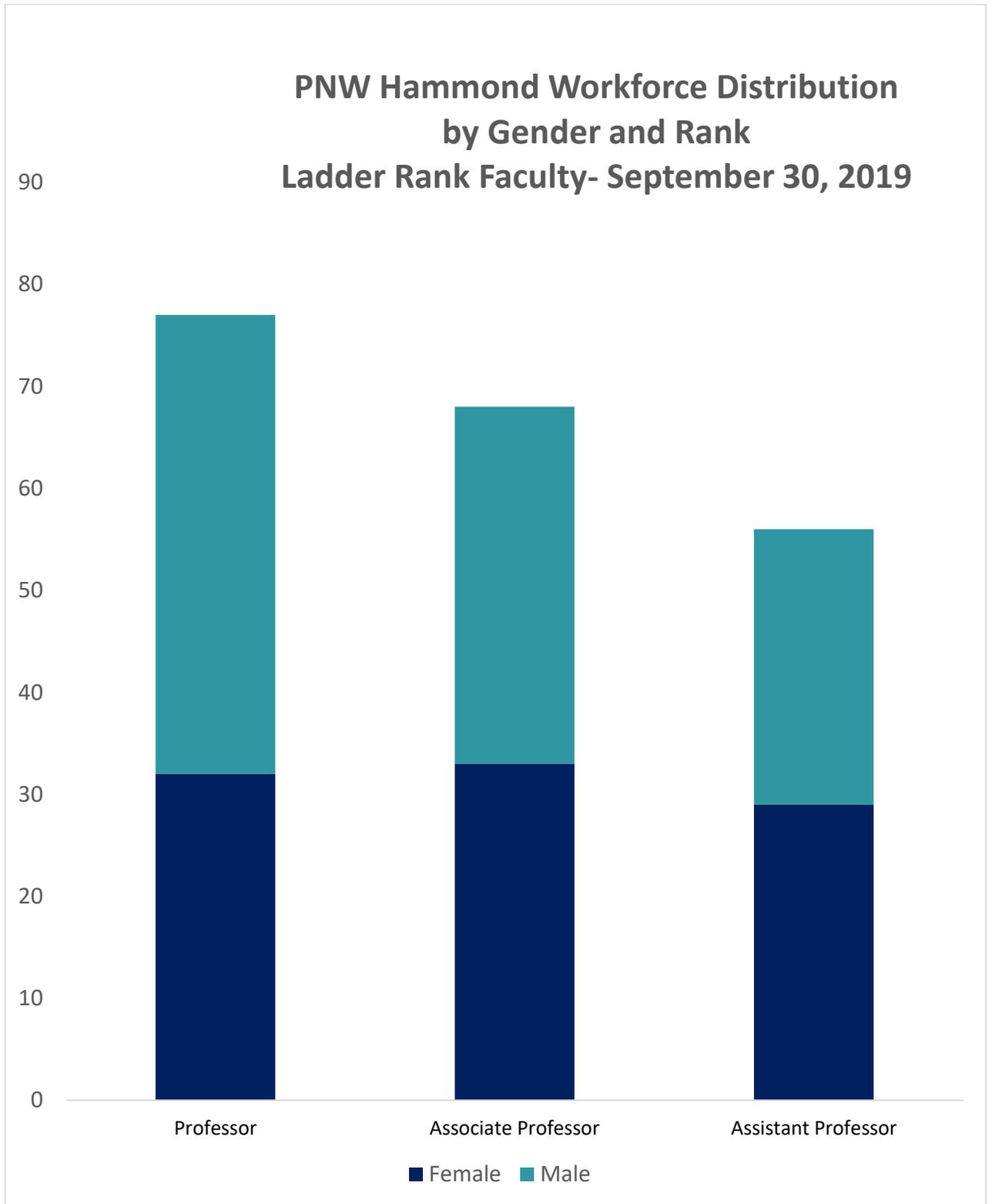


Figure 6: Distribution of Purdue University Northwest Hammond Ladder Rank Faculty by Gender and Rank

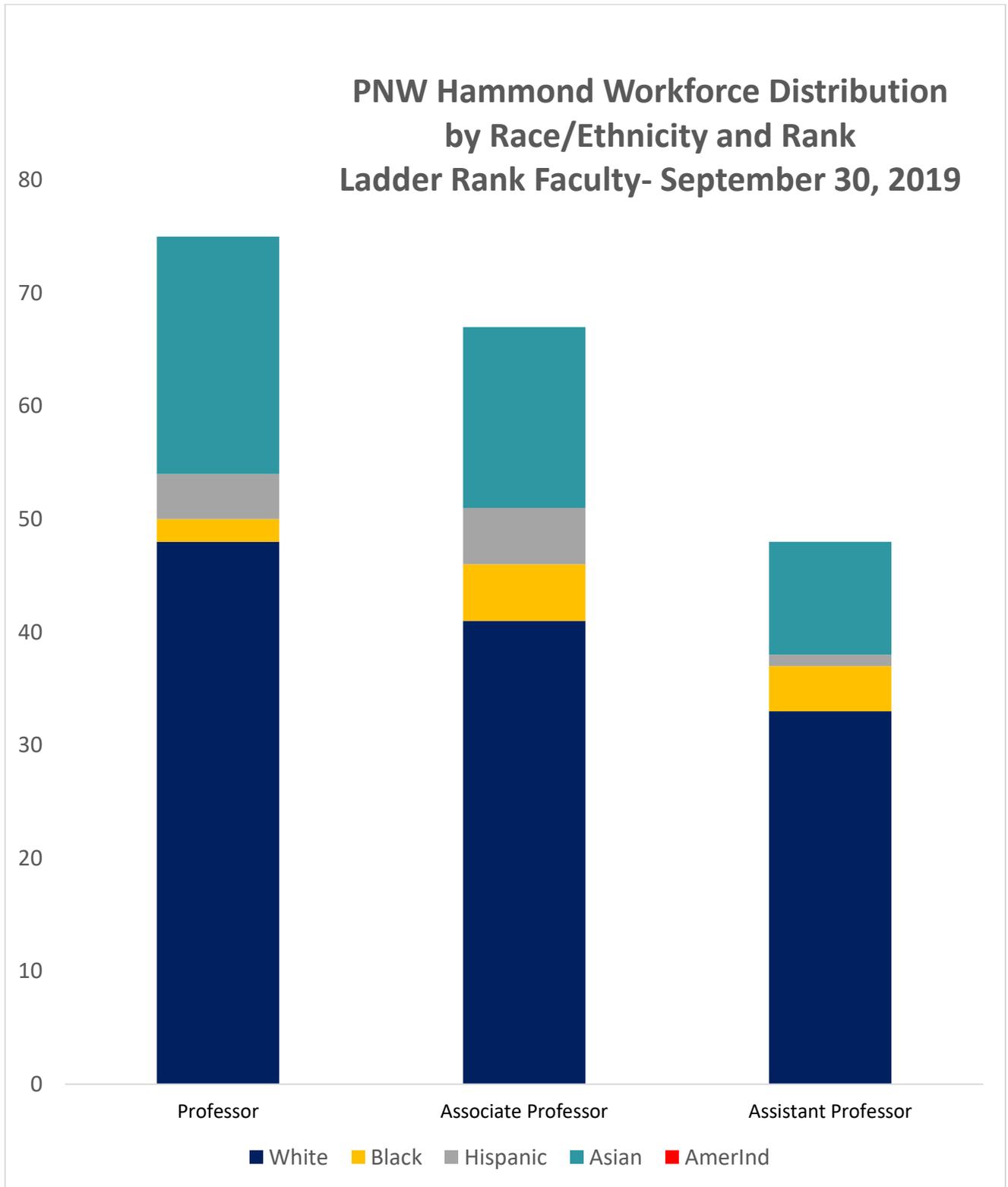


Figure 7: Distribution of Purdue University Northwest Hammond Ladder Rank Faculty by Race/Ethnicity and Rank

PNW Hammond Workforce Distribution by Gender and College Non-Ladder Rank Faculty- September 30, 2019

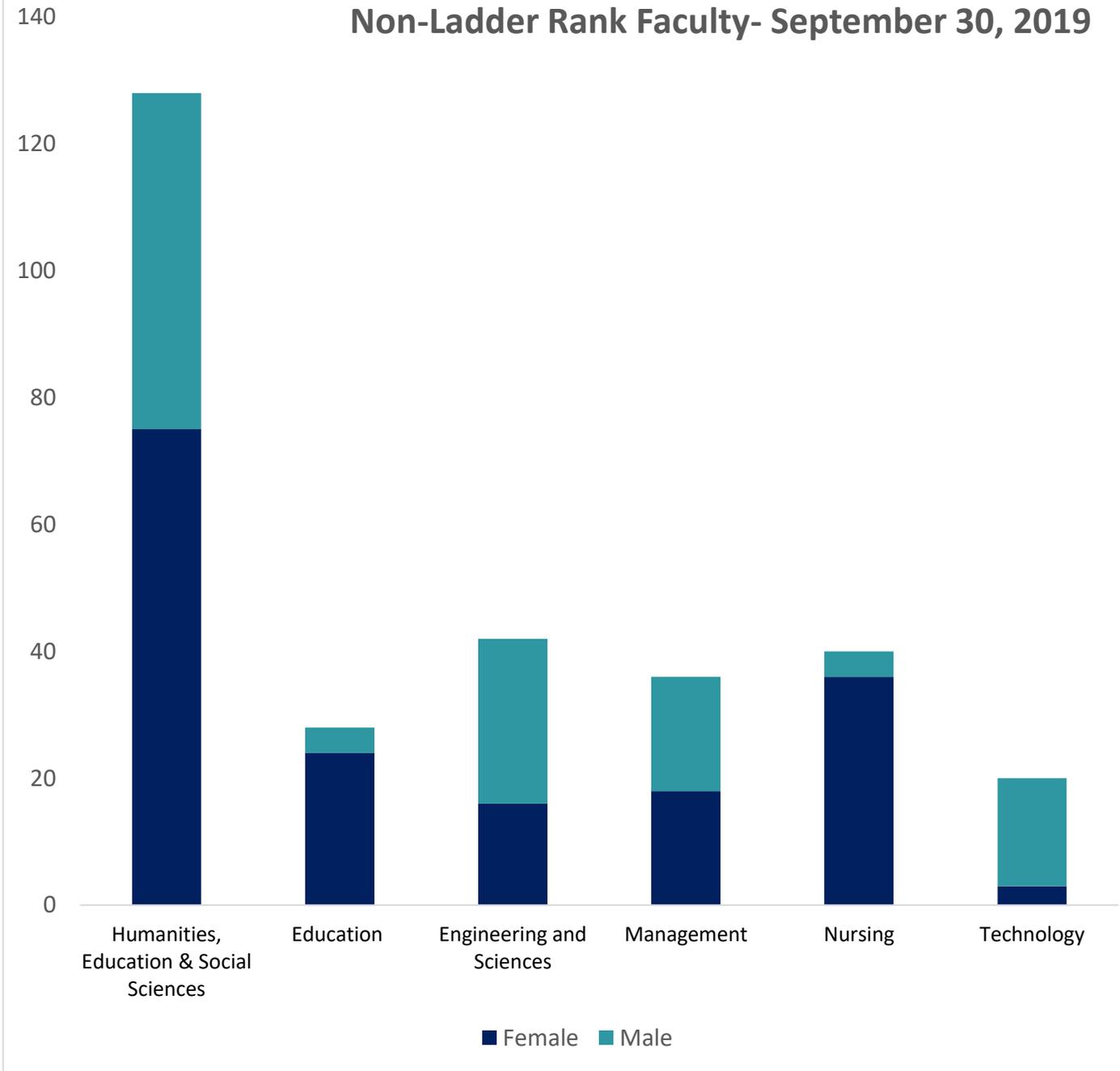


Figure 8: Distribution of Purdue University Northwest Hammond Non-Ladder Rank Faculty by Gender and College

PNW Hammond Workforce Distribution by Race/Ethnicity and College Non-Ladder Rank Faculty- September 30, 2019

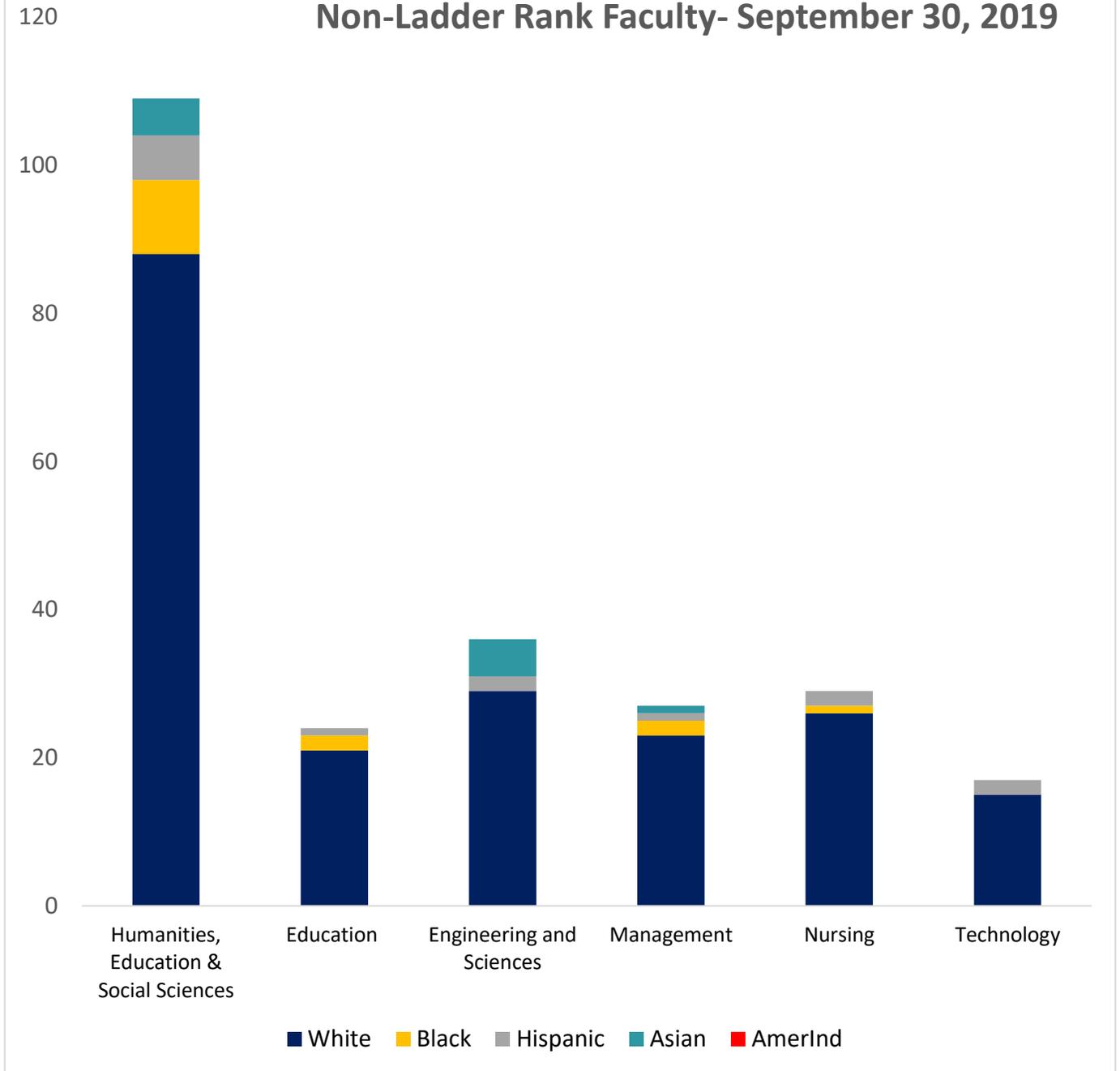


Figure 9: Distribution of Purdue University Northwest Hammond Non-Ladder Rank Faculty by Race/Ethnicity and College

* Education is now in the College of Humanities, Education, & Social Sciences (CHESS) due to the reorganization of Academic Affairs.

** Library is now under Information Services

1. Faculty

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

Findings:

- Overall, there was an increase of 3 in the total number of Ladder Rank Faculty (from 198 to 201)
- The number of minority Ladder Rank Faculty increased by 3 (from 65 to 68). Underutilizations continue to exist in some minority sub-groups in the Ladder Rank Faculty job group.
- Female Ladder Rank Faculty remained the same at 94. Females are underutilized in the Ladder Rank Faculty job group in three of the University's five colleges.

Recommendations:

- The Office of Equity, Diversity, & Inclusion 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 & Provost regarding the underutilizations.
- At the start of each search for a new faculty member, each Department Head or search committee chair will be informed by the Office of Equity, Diversity, & Inclusion of any underutilizations that exist in the job category covered by the vacancy.
- The Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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.

2. Executive, Administrative, and Managerial

Findings:

- The number of minorities in the Executive, Administrative, and Managerial category decreased by 7 (from 19 to 12).
- The number of females in the Executive, Administrative, and Managerial category decreased by 13 (from 45 to 32).

Recommendations:

- As positions become available, the Chancellor and Vice Chancellors will be made aware of applicable placement goals.
- The Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion will provide feedback to the search committees.

3. Professional Non-Faculty, Clerical and Secretarial, Technical and Paraprofessional, Skilled Crafts, and Service and Maintenance Staff

Findings:

- Overall employment in these categories increased by 7 (from 388 to 395). The number of females employed in these categories stayed the same at 245 and the number of minorities employed in these categories increased by 7 (from 116 to 123).
- In certain organizational units, the professional category shows underutilization of Females, Blacks, Hispanics and Asians; the secretarial and clerical category shows an underutilization of Females, Blacks and Hispanics; the technical and paraprofessional category shows an underutilization of Females, Blacks and Hispanics; and the skilled crafts category shows an underutilization of Females and Hispanics. The service and maintenance category shows an underutilization of Females, Blacks and Hispanics.

Recommendations:

- The Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion will provide feedback to the search committees.

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 Equity, Diversity, & Inclusion.

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 Equity, Diversity and Inclusion reviews these descriptions prior to posting and advertising. The Director of Employment and Compensation reviews the staff position descriptions 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 receive refresher education regarding the process to use in effectively communicating the University's commitment to equal employment opportunity.
- The Office of Equity, Diversity, & Inclusion shares its Search and Screen Procedures with members of all Faculty Search & Screen Committees. As needed, the Office of Equity, Diversity, & Inclusion provides training to each faculty search committee regarding 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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:

- In January 2019, Purdue University underwent a system-wide conversion to 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 Equity, Diversity, & Inclusion upon request, as required for reporting and compliance purposes.

Recommendations:

- The Office of Equity, Diversity, & Inclusion 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. It is understood that limitations exist congruent with the availability and accuracy of data provided by Human Resources, both locally and from the main campus, and the Office of Institutional Equity on the main campus as well.

2. Review of Sources

The Office of Equity, Diversity, & Inclusion 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 much improved, 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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 Equity, Diversity & Inclusion 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.

The Office of Equity, Diversity, & Inclusion and the 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

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 Faculty Club, Sponsored Programs, and Summer Institute on Teaching 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 and nationally. In addition, The Center for Faculty Excellence was created to provide training and instruction focused on the needs of PNW faculty.

Findings:

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

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 Equity, Diversity, & Inclusion Title IX training. In addition, departments at the University offer additional educational opportunities for their staff including attendance at local, regional, and national 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion website. This information is also included in new employee orientation and department level training.

Findings:

- The Office of Equity, Diversity, and Inclusion has been charged with handling funding of diversity and inclusion programs and events open to the University community and surrounding communities.
- The "Creating a Culture of Inclusion" (CCIT) Team, which replaced the Multicultural Campus Council September 2019, 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 Equity, Diversity and Inclusion has developed specialized training addressing Title IX, Equity policies, and Diversity issues. The training has been delivered to Coaches, Resident Hall Advisors, Nursing Department, and faculty and staff.

Recommendations:

- Once developed, the Multicultural Campus Council will use feedback received from the Diversity and Inclusion Awareness program 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

Administrative/Professional and Clerical/Service Staff Members have access to the [Administrative/Professional and Clerical/Service Staff Members grievance procedures](#).¹⁰

Faculty members can file grievances using the [Faculty Grievance Policy](#).¹¹ All employees may bring complaints of discrimination and harassment to the Office of Equity, Diversity, & Inclusion in accordance with the University's Non-Discrimination and Anti-Harassment policies, which may be accessed via the

¹⁰ <http://www.purdue.edu/policies/human-resources/vid1.html>

¹¹ <http://www.purdue.edu/policies/academic-research-affairs/ib1.html>

[Office of Equity, Diversity, & Inclusion website.](#)¹² These complaints are investigated pursuant to the University's "[Procedures for Resolving Complaints of Discrimination and Harassment.](#)"¹³

The Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion. To facilitate this process, the Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion 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 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 Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion and the Human Resources Department will continue to inspect each building on a regular basis to ensure compliance.

¹² <http://www.pnw.edu/diversity>

¹³ <http://www.purdue.edu/ethics/resources/resolving-complaints.html>

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.

O. Changes in the Workforce for Tenured and Tenure-Track Faculty

1. Workforce Composition

For the period between October 2018 and September 2019, data for the Hammond campus shows the following for tenured and tenured-track faculty:

- The number of Tenure and Tenure-Track females remained the same at 94.
- The number of minority Ladder Rank Faculty increased by 3, from 65 to 68.

2. Hires/Rehires

Between October 2018 and September 2019, the University hired 7 Tenure-Track faculty of which 2 are female and 4 are minorities (2 Black, 2 Asian)

Recommendations:

- The category will continue to be monitored to assure that the selection process is non-discriminatory and that recruitment outreach activities become more strategic.

3. Promotions

It is University policy to encourage transfers and promotions to further employee growth and development. Whenever a regular vacancy occurs, including promotion and transfer opportunities, the department head must make this known to his/her faculty members by the most effective means available.

Findings:

- Faculty promotions in 2018-2019 (effective for the 2019-2020 academic year) A total of 10 faculty members were promoted (1 Asian Females, 3 White Females, 2 Black Males, 3 Asian Males, and 1 White Male).

Recommendations:

- The category will continue to be monitored to ensure that equitable evaluation of females and minorities occurs.

4. Layoffs and Recalls

If the University has any layoffs, or recalls, the Office Equity, Diversity and Inclusion and Human Resources staff will monitor the proceedings to ensure fair application of those procedures. In addition, all employee areas would be analyzed yearly to identify areas of adverse impact.

Findings:

- PNW does not have Faculty layoffs.

5. Resignations, Retirements and Terminations

Human Resources monitor terminations.

Findings:

- Nine (9) Ladder Rank faculty members separated from the Hammond campus in 2018-2019.
- Five (5) of the nine (9) faculty members separated from the Hammond campus in 2018-2019 as official retirees.
- There were no terminations

Recommendations:

- Human Resources will continue to monitor terminations.

P. Changes in the Workforce for Non-Tenure-Track Instructional Faculty

For the period between October 2018 and September 2019, data for the Hammond campus shows the following for non-tenure-track instructional faculty:

- For 2019, there are 294 total Non-Ladder Rank Instructional faculty.
- There are 172 females and 40 minority Non-Tenure-Track Instructional faculty.

Q. Changes in the Workforce for Clinical and Professional Faculty

There is not a sufficient number of clinical and professional faculty employed by Purdue University Northwest to adequately study this category.

Between October 2018 and September 2019, the University hired 2 Clinical Instructors of which 1 is female.

R. Progress toward Placement Goals for Tenured and Tenure-Track Faculty

The final step in the analysis of problem areas in employment is to establish placement goals for the elimination of underutilization and the action to be taken to achieve placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR 60-2.16.)

The establishment of such timetables requires specific consultation with those who have primary hiring responsibility, asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies.

Ladder Rank Faculty:

For the period of October 2018 through September 2019:

- Engineering and Sciences no longer has an underutilization of Black as in previous years.
- There continues to be an underutilization of female and multiple minorities in the various colleges.

The Office of Equity, Diversity, & Inclusion has continued to review and revise the tools used to assist the faculty in achieving its placement goals. Over the last three years, the Office of Equity, Diversity, & Inclusion has accomplished the following:

- Met with faculty search and screen committees as needed.
- Met with the Chancellor, Vice Chancellor of Academic Affairs and Provost, and respective Deans to discuss search strategies.
- Posted position vacancies in non-traditional minority-focused national publications.

S. Changes in the Workforce for Executive, Administrative, and Managerial

1. Workforce Composition

For the period between October 2018 and September 2019 data for the Hammond campus shows the following for executive, administrative, and managerial staff:

- There are a total of 62 employees in the job group of Executive, Administrative, and Managerial level.
- There are 32 females at the Executive, Administrative, and Managerial level.
- There are 6 Blacks, 1 Hispanic, and 5 Asians at this level.

Findings:

- There is a campus underutilization of Hispanic for the Executive, Administrative, and Managerial staff. Placement goals for each unit is as follows:
 - Academic Affairs: **1 Hispanic**
 - Finance and Administration: **1 Female**
 - Enrollment Management and Student Affairs: **1 Asian**
 - Information Services: **1 Female**

Recommendations:

- The Office of Equity, Diversity, and Inclusion and Human Resources staff will recommend recruitment strategies to the hiring supervisor(s) with the intent to target females in the applicant pool for searches at the Executive, Administrative, and Managerial level.
- As positions become available, the Chancellor and Vice Chancellors will be made aware of applicable placement goals

2. Hires/Rehires

Between October 2018 and September 2019, the University hired 3 individuals at the Executive, Administrative and Managerial level of which 1 is a minority (1 Black male)

Recommendations:

- The category will continue to be monitored to assure that the selection process is non-discriminatory and that recruitment outreach activities become more strategic.

3. Promotions and Transfers

It is University policy to encourage transfers and promotions to further employee growth and development. Whenever a regular vacancy occurs, including promotion and transfer opportunities, the department head and/or supervisor must make this known to his/her regular staff members by the most effective means available.

Findings:

- Between October 2018 and September 2019, the University promoted 2 individuals at the Hammond Campus in the category of Executive, Administrative and Managerial. One of the promoted individuals were female but neither were minority.

Recommendations:

- The category will continue to be monitored to ensure that equitable evaluation of females and minorities occurs.

4. Layoffs and Recalls

If the University has any layoffs or recalls, the Office of Equity, Diversity, & Inclusion should monitor the proceedings to ensure fair application of those procedures.

Findings:

- PNW does not have layoffs, only RIFs (Reduction in Force).

5. Resignations, Terminations, RIFs and Retirements

The Human Resources Department and the Office of Equity, Diversity, & Inclusion reviews resignations, retirements and terminations. In addition, all cases of involuntary termination are referred to Employee Relations for review.

Findings:

- From October 2018 – September 2019, there were two separations. One (1) female separated due to Personal Reasons and one (1) black male was terminated at the Executive, Administrative, and Managerial level.

Recommendations:

- The terminations will continue to be monitored for adverse impact.
- The Human Resources Department is advised to provide a list of staff placed in RIF (reduction in force) status on an ongoing basis.

T. Progress toward Placement Goals for Executive, Administrative, and Managerial

The final step in the analysis of problem areas in employment is to establish placement goals for the elimination of underutilization and the action to be taken to achieve these placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR 60-2.16.)

The establishment of such timetables requires specific consultation with those who have primary hiring responsibility, asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies.

Executive, Administrative, and Managerial:

Overall, the campus remains with no underutilization in the Executive, Administrative, and Managerial category. Individual placement goals for units with an underutilization in this category are presented by the Executive Director of the Office of Equity, Diversity & Inclusion to each Vice Chancellor and College Dean through a series of individual meetings subsequent to the publication of the annual Affirmative Action Plan.

U. Changes in the Workforce for Non-Executive Staff Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance Staff

1. Workforce Composition

For the period between October 2018 and September 2019, data for the Hammond campus shows the following for staff in the professional non-faculty, clerical and secretarial, technical and paraprofessional, skilled crafts, and service/maintenance job groups.

Findings:

- The total headcount is 395 for staff in Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance level positions.
- Professional staff has a headcount of 171 of which 117 are females. Of the total Professional staff, 28 are Black, 17 are Hispanic and 1 is Asian. The campus underutilization for professional staff consists of 2 minorities. Placement goals for each unit is as follows:
 - Chancellor: **1 Hispanic, 1 Asian**
 - Academic Affairs: **1 Asian**
 - Finance and Administration: **1 Black, 1 Hispanic, 1 Asian.**
 - Enrollment Management and Student Affairs: **1 Asian**
- Secretarial/ Clerical staff has a headcount of 92 of which 90 are females. Of the total staff, 11 are Black, 19 are Hispanic and 1 is Asian. There is a campus underutilization of Black for the Secretarial/Clerical category. Placement goals for each unit is as follows:
 - Chancellor: **1 Black**
 - Academic Affairs: **3 Blacks**
 - Information Services: **1 Female**
 - Finance and Administration: **2 Blacks**

- Institutional Advancement: **1 Black**
- Technical/Paraprofessional staff has a headcount of 59 of which 18 are females. Of the total staff 7 are Black, 3 are Hispanic and 5 are Asian. There is no present campus underutilization for the technical/paraprofessional category. Placement goals for each unit is as follows:
 - Academic Affairs: **1 Black**
 - Information Services: **1 Hispanic**
 - Finance and Administration: **3 Female and 1 Black**
- Skilled Crafts staff has a headcount of 9 of which 1 is Black. Of the total staff none are Female. There is a campus underutilization of Female and/or Hispanic for the Skilled Crafts category. Placement goals for each unit is as follows:
 - Finance and Administration: **1 Female and 1 Hispanic**
- Service/Maintenance staff has a headcount of 64 of which 20 are females. Of the total staff 13 are Black and 17 are Hispanic. The campus underutilization for Service/Maintenance staff consists of Black. Placement goals for each unit is as follows:
 - Chancellor: **1 Female and 1 Black**
 - Information Services: **1 Hispanic**
 - Finance and Administration: **3 Blacks**
 - Enrollment Management and Student Affairs: **1 Female and 1 Black**

Recommendations:

- The Office of Equity, Diversity and Inclusion will continue to work with Human Resources staff to determine recruitment strategies for searches in the categories of Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance staff.
- Human Resources will continue to enhance the networking, outreach, and advertising methods for staff position vacancies.

2. Hires/Rehires

Between October 2018 and September 2019, the University hired 41 individuals in the Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance Staff categories. Twenty-one (21) are female and 19 are minorities (12 Black, 7 Hispanic).

3. Promotions and Transfers

During the timeframe of October 2018 – September 2019, 7 Hammond Campus employees in the Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance level positions were transferred into positions that were considered as promotions. Of these, 5 were female; also, there were 2 minority individuals promoted in these categories.

4. Layoffs and Recalls

If the University has any layoffs or recalls, the Office of Equity, Diversity, & Inclusion should monitor the proceedings to ensure fair application of those procedures.

Findings:

- PNW does not have layoffs, only RIFs.

5. Resignations, Terminations, RIFs and Retirements

The Human Resources Department and the Office of Equity, Diversity, & Inclusion reviews resignations, retirements and terminations. In addition, all cases of involuntary termination are referred to Employee Relations for review.

Findings:

- During October 2018 – September 2019, 50 staff within the Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance job groups that left the Hammond campus.
 - 24 Career Opportunity/Relocation: 13 Female, 3 Black, 3 Hispanic, 1 American Indian
 - 3 Official Retirees: 2 Female, 1 Black
 - 2 Reduction in Force: 1 Black Female
 - 10 Personal Reasons: 8 Female, 2 Black, 1 Hispanic
 - 11 Terminated: 6 Female, 5 Black, 3 Hispanic

Recommendations:

- The terminations will continue to be monitored for adverse impact.
- The Human Resources Department is advised to provide a list of staff placed in RIF (reduction in force) status on an ongoing basis.

V. Progress toward Placement Goals for Non-Executive Staff Professional Non-Faculty, Secretarial/Clerical, Technical/Paraprofessional, Skilled Crafts, and Service/Maintenance Staff

The final step in the analysis of problem areas in employment is to establish placement goals for the elimination of underutilization and the action to be taken to achieve these placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR 60-2.16.)

The establishment of such timetables requires specific consultation with those who have primary hiring responsibility, asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies.

See 2019 Utilization and Underutilization Charts for each organizational unit and Placement Goal Charts set forth below.

PART VII - CHANGES IN WORKFORCE AND PROGRESS TOWARDS PLACEMENT GOALS

TABLE 1
Status of Female and Minority Employees
Purdue University Northwest
UTILIZATION BY GENDER AND RACE/ETHNICITY

2019						
Position Type	Total Hammond Employees	Female	Black	Hispanic	Asian	American Indian
Ladder Rank Faculty	201	94	11	10	47	0
Non-Ladder Rank Instructional	294	172	15	14	11	0
Student Assistants	191	112	18	45	14	5
Exec., Administrative, Managerial	62	32	6	1	5	0
Professional	171	117	28	17	1	0
Secretarial and Clerical	92	90	11	19	1	0
Technical and Paraprofessional	59	18	7	3	5	0
Skilled Crafts	9	0	1	0	0	0
Service and Maintenance	64	20	13	17	0	0
Total	1143	655	110	126	84	5
2018						
Position Type	Total Hammond Employees	Female	Black	Hispanic	Asian	American Indian
Ladder Rank Faculty	198	94	8	11	46	0
Non-Ladder Rank Instructional	292	175	10	9	17	0
Student Assistants	216	124	16	35	30	0
Exec., Administrative, Managerial	72	45	8	3	8	0
Professional	150	103	22	10	1	1
Secretarial and Clerical	110	108	14	25	1	0
Technical and Paraprofessional	59	16	7	3	2	0
Skilled Crafts	10	1	1	0	0	0
Service and Maintenance	59	17	17	12	0	0
Total	1166	683	103	108	105	1

TABLE 2
Status of Female and Minority Employees
Purdue University Northwest
FACULTY RANK

Hammond Faculty Rank by Gender – 2019					
Rank	Total Faculty	Female	Female %	Male	Male %
Dean*	6	2	33.3	4	66.7
Department Head*	9	3	33.3	6	66.7
Professor	77	32	42.0	45	58.0
Associate Professor	68	33	49.0	35	51.0
Assistant Professor	56	29	52.0	27	48.0
Total	216	99	46.0	117	54.0

Hammond Faculty Rank by Race/Ethnicity – 2019											
Rank	Total Faculty	W#	W%	B#	B%	H#	H%	A#	A%	N#	N%
Dean*	6	4	67.0	1	17.0	0	0	0	0	0	0
Department Head*	9	5	56.0	0	0	0	0	4	44.0	0	0
Professor	77	48	62.3	2	3.0	4	5.2	21	27.2	0	0
Associate Professor	68	41	60.2	5	7.4	5	7.4	16	24.0	0	0
Assistant Professor	56	33	59.0	4	7.1	1	1.8	10	18.0	0	0
Total	216	131	61.0	12	5.6	10	4.6	51	23.6	0	0

W=White; B=Black; H=Hispanic; A=Asian; N= American Indian/ Native Alaskan

***The Deans and Department Heads work on both the Westville and Hammond campuses.**

TABLE 3
Status of Female and Minority Faculty
Purdue University Northwest
COLLEGE DISTRIBUTION BY GENDER AND RACE/ETHNICITY

2019 Hammond						
COLLEGE	Total Faculty	Female	Black	Hispanic	Asian	American Indian
Humanities, Education & Social Sciences	56	26	2	3	10	0
*Education	10	7	1	1	0	0
Engineering & Sciences	47	14	3	0	17	0
Technology	25	3	1	3	11	0
Business	35	16	3	1	9	0
Nursing	28	28	1	2	0	0
Total	201	94	11	10	47	0

* Education is now in the College of Humanities, Education & Social Sciences. However, due to the data format, Education is shown individually.

TABLE 4
Status of Female and Minority Staff
Purdue University Northwest
STAFF DISTRIBUTION BY GENDER AND RACE/ETHNICITY

2019 Hammond						
Job Group	Total Staff	Female	Black	Hispanic	Asian	American Indian
Executive, Administrative and Managerial	62	32	6	1	5	0
Professional	171	117	28	17	1	0
Secretarial and Clerical	92	90	11	19	1	0
Technical and Paraprofessional	59	18	7	3	5	0
Skilled Crafts	9	0	1	0	0	0
Service and Maintenance	64	20	13	17	0	0
Total	457	277	66	57	12	0

PART VIII – PNW UTILIZATION AND UNDERUTILIZATION BY ORGANIZATIONAL UNIT – Status of Female and Minority Staff

**TABLE 5
ACADEMIC AFFAIRS**

ACADEMIC AFFAIRS AND PROVOST HAMMOND – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Ladder Rank Faculty, Humanities, Education & Social Sciences	56	26	46.4	56.4	Yes
Ladder Rank Faculty, Education	10	7	70.0	67.6	No
Ladder Rank Faculty, Engineering & Sciences	47	14	29.8	43.3	Yes
Ladder Rank Faculty, Technology	24	2	8.3	17.5	Yes
Ladder Rank Faculty, Business	35	16	45.7	34.0	No
Ladder Rank Faculty, Nursing	28	28	100	91.2	No
Executive, Administrative, Managerial	26	13	50.0	47.8	No
Professional	59	43	72.9	60.3	No
Secretarial and Clerical	44	44	100	95.9	No
Technical and Paraprofessional	18	7	38.9	30.3	No
Skilled Crafts	1	0	0	10.4	No
Service and Maintenance	1	1	100	29.7	No
ACADEMIC AFFAIRS AND PROVOST HAMMOND – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Ladder Rank Faculty, Humanities, Education & Social Sciences	56	15	26.8	18.9	No
Ladder Rank Faculty, Education	10	2	20.0	24.9	No
Ladder Rank Faculty Engineering, Math, Science	47	20	42.6	22.0	No
Ladder Rank Faculty, Technology	24	15	62.5	26.0	No
Ladder Rank Faculty, Business	35	13	37.1	23.2	No
Ladder Rank Faculty, Nursing	28	3	10.7	15.7	Yes
Executive, Administrative and Managerial	26	7	26.9	16.6	No
Professional	59	13	22.0	16.2	No
Secretarial and Clerical	44	11	25.0	32.9	Yes
Technical and Paraprofessional	18	3	16.7	15.2	No
Skilled Crafts	1	0	0	27.5	No
Service and Maintenance	1	0	0	47.9	No

**TABLE 6
FINANCE AND ADMINISTRATION**

FINANCE AND ADMINISTRATION HAMMOND – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Executive, Administrative, Managerial	6	2	33.3	47.8	Yes
Professional	21	16	76.2	60.3	No
Secretarial and Clerical	20	19	95.0	95.9	No
Technical and Paraprofessional	11	0	0	30.3	Yes
Skilled Crafts	8	0	0	10.4	Yes
Service and Maintenance	52	17	32.7	29.7	No
FINANCE AND ADMINISTRATION HAMMOND – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Executive, Administrative and Managerial	6	1	16.7	16.6	No
Professional	21	1	4.8	16.2	Yes
Secretarial and Clerical	20	7	35.0	32.9	No
Technical and Paraprofessional	11	3	27.3	15.2	No
Skilled Crafts	8	1	12.5	27.5	Yes
Service and Maintenance	52	25	48.1	47.9	No

**TABLE 7
INSTITUTIONAL ADVANCEMENT**

INSTITUTIONAL ADVANCEMENT – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Executive, Administrative and Managerial	3	3	100	47.8	No
Professional	12	7	58.3	60.3	No
Secretarial and Clerical	3	3	100	95.9	No
INSTITUTIONAL ADVANCEMENT – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Executive, Administrative and Managerial	3	0	0	16.6	No
Professional	12	1	8.3	16.2	Yes
Secretarial and Clerical	3	1	33.3	32.9	No

**TABLE 8
CHANCELLOR**

CHANCELLOR HAMMOND – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Executive, Administrative and Managerial	5	2	40.0	47.8	No
Professional	20	8	40.0	60.3	Yes
Secretarial and Clerical	3	3	100	95.9	No
Service/Maintenance	2	0	0	29.7	Yes
CHANCELLOR HAMMOND – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Executive, Administrative and Managerial	5	1	20.0	16.6	No
Professional	20	3	15.0	16.2	No
Secretarial and Clerical	3	0	0	32.9	Yes
Service/Maintenance	2	0	0	47.9	Yes

**TABLE 9
ENROLLMENT MANAGEMENT AND STUDENT AFFIARS**

ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS HAMMOND – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Executive, Administrative and Managerial	13	9	62.9	47.8	No
Professional	53	39	73.6	60.3	No
Secretarial and Clerical	15	15	100	95.9	No
Technical and Paraprofessional	3	1	33.3	30.3	No
Service/Maintenance	6	1	16.7	29.7	Yes
ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS HAMMOND – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Executive, Administrative and Managerial	13	2	15.4	16.6	No
Professional	53	27	50.9	16.2	No
Secretarial and Clerical	15	8	53.3	32.9	No
Technical and Paraprofessional	3	0	0	15.2	Yes
Service/Maintenance	6	4	66.7	47.9	No

**TABLE 10
INFORMATION SERVICES**

INFORMATION SERVICES HAMMOND – FEMALE					
Position Type	Total Employees	Total Female Employees	Total % Females	Total % Females Available	Under-utilized?
Executive, Administrative and Managerial	9	3	33.3	47.8	Yes
Professional	6	4	66.7	60.3	No
Secretarial and Clerical	7	6	85.7	95.9	Yes
Technical and Paraprofessional	27	10	37.0	30.3	No
Service/Maintenance	3	1	33.3	29.7	No
INFORMATION SERVICES HAMMOND – MINORITY					
Position Type	Total Employees	Total Minority Employees	Total % Minorities	Total % Minorities Available	Under-utilized?
Executive, Administrative and Managerial	9	1	11.1	16.6	No
Professional	6	1	16.7	16.2	No
Secretarial and Clerical	7	4	57.1	32.9	No
Technical and Paraprofessional	27	9	33.3	15.2	No
Service/Maintenance	3	1	33.3	47.9	No

PART IX - PLACEMENT GOALS BY ORGANIZATIONAL UNIT

TABLE 11
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
ACADEMIC AFFAIRS AND PROVOST

ACADEMIC AFFAIRS AND PROVOST HAMMOND							
	Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Ladder Rank Faculty	Humanities, Education & Social Sciences	6	1	1	0	0	0
	Education	0	0	0	0	0	0
	Engineering & Sciences	6	0	2	0	0	0
	Technology	2	0	0	0	0	0
	Business	0	1	1	0	0	0
	Nursing	0	1	0	1	0	1
	Executive, Administrative & Managerial	0	0	1	0	0	0
	Professional	0	0	0	1	0	0
	Secretarial and Clerical	0	3	0	0	0	3
	Technical/Paraprofessional	0	1	0	0	0	0
	Skilled Crafts	0	0	0	0	0	0
	Service and Maintenance	0	0	0	0	0	0

TABLE 12
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
FINANCE AND ADMINISTRATION

FINANCE AND ADMINISTRATION HAMMOND						
Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Executive, Administrative & Managerial	1	0	0	0	0	0
Professional	0	1	1	1	0	2
Secretarial and Clerical	0	2	0	0	0	0
Technical and Paraprofessional	3	1	0	0	0	0
Skilled Crafts	1	0	1	0	0	1
Service and Maintenance	0	3	0	0	0	0

TABLE 13
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
INSTITUTIONAL ADVANCEMENT

INSTITUTIONAL ADVANCEMENT HAMMOND						
Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Executive, Administrative & Managerial	0	0	0	0	0	0
Professional	0	0	0	0	0	1
Secretarial and Clerical	0	1	0	0	0	0

TABLE 14
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
CHANCELLOR

CHANCELLOR HAMMOND						
Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Executive, Administrative & Managerial	0	0	0	0	0	0
Professional	4	0	1	1	0	0
Secretarial and Clerical	0	1	0	0	0	1
Service and Maintenance	1	1	0	0	0	1

TABLE 15
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS

ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS HAMMOND						
Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Executive, Administrative & Managerial	0	0	0	1	0	0
Professional	0	0	0	1	0	0
Secretarial and Clerical	0	0	0	0	0	0
Technical/Paraprofessional	0	0	0	0	0	0
Service and Maintenance	1	1	0	0	0	0

TABLE 16
Status of Female and Minority Employees
Purdue University Northwest
2019 PLACEMENT GOALS
INFORMATION SERVICES

INFORMATION SERVICES HAMMOND						
Position Type	Female	Black	Hispanic	Asian	American Indian	Total Minority
Executive, Administrative & Managerial	1	0	0	0	0	0
Professional	0	0	0	0	0	0
Secretarial and Clerical	1	0	0	0	0	0
Technical/Paraprofessional	0	0	1	0	0	0
Service and Maintenance	0	0	1	0	0	0

TABLE 17
Affirmative Action Placement Goals
October 2019
Purdue University Northwest

All Hammond Campus	
Ladder Rank Faculty, Humanities, Education & Social Sciences	Female, Black, Hispanic
Ladder Rank Faculty, Education	None
Ladder Rank Faculty, Engineering and Sciences	Female, Hispanic
Ladder Rank Faculty, Technology	Female
Ladder Rank Faculty, Business	Black, Hispanic
Ladder Rank Faculty, Nursing	Black, Asian
Ladder Rank Faculty, Library	None
Executive, Administrative & Managerial	Hispanic
Professional	Asian, American Indian
Secretarial and Clerical	Black
Technical and Paraprofessional	None
Skilled Crafts	Female, Hispanic
Service and Maintenance	Black
Academic Affairs and Provost - Hammond	
Ladder Rank Faculty, Humanities, Education & Social Sciences	Female, Black, Hispanic
Ladder Rank Faculty, Engineering and Sciences	Female, Hispanic
Ladder Rank Faculty, Technology	Female
Ladder Rank Faculty, Business	Black, Hispanic
Ladder Rank Faculty, Nursing	Black, Asian
Ladder Rank Faculty, Education	None
Executive, Administrative & Managerial	Hispanic
Professional	Asian
Secretarial and Clerical	Black
Technical and Paraprofessional	Black
Skilled Crafts	None
Service and Maintenance	None
Chancellor – Hammond	
Executive, Administrative & Managerial	None
Professional	Female, Hispanic, Asian
Secretarial and Clerical	Black
Service and Maintenance	Female, Black
Finance and Administration – Hammond	
Executive, Administrative & Managerial	Female
Professional	Black, Hispanic, Asian
Secretarial and Clerical	Black
Technical and Paraprofessional	Female, Black
Skilled Crafts	Female, Hispanic
Service and Maintenance	Black

TABLE 17 - Continued
Affirmative Action Placement Goals
October 2019
Purdue University Northwest

Institutional Advancement – Hammond	
Executive, Administrative & Managerial	None
Professional	None
Secretarial and Clerical	Black
Enrollment Management and Student Affairs – Hammond	
Executive, Administrative & Managerial	Asian
Professional	Asian
Secretarial and Clerical	None
Technical and Paraprofessional	None
Service and Maintenance	Female, Black
Information Services – Hammond	
Ladder Rank Faculty, Library	None
Executive, Administrative & Managerial	Female
Professional	None
Secretarial and Clerical	Female
Technical and Paraprofessional	Hispanic
Service and Maintenance	Hispanic

PART X - DEVELOPMENT AND EXECUTION OF PROGRAMS

A. Monitoring of Position Specifications

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.

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 Equity, Diversity, & Inclusion 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](#).¹⁴ Applicants having trouble accessing information on the Human Resources Department web site because of a disability are directed to contact Purdue's Career Help desk at careers@purdue.edu. Printed copies of the vacancies are also available in the Human Resources Department. Each job opening announcement is sent to Workforce Development, the NAACP, the Urban League, Goodwill Industries, HigherEdJobs and ARC Bridges. Additionally, Administrative/Professional and Management/Professional position vacancies are sent to an array of websites in an effort to increase diversity among the applicant pool including individuals with disabilities and veterans.

The Office of Equity, Diversity, & Inclusion 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 web site](#).¹⁵ Applicants having trouble accessing information on the Human Resources Department web site because of a disability are directed to contact Purdue's Career Help desk at careers@purdue.edu. 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 Equity, Diversity, & Inclusion immediately calls the search chair, dean, or department head to urge additional and/or

¹⁴ <http://www.pnw.edu/careers>

¹⁵ <http://www.pnw.edu/careers>

alternative strategies, including networking with those colleges and universities with minority predominance.

C. Selection Process

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 Equity, Diversity, & Inclusion. This includes the “Faculty Search & Screen Procedures.”

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 Equity, Diversity, & Inclusion 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 our underutilizations in the EEO6 categories within the various departments, the Office of Equity, Diversity, & Inclusion 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 underutilizations 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 Equity, Diversity, & Inclusion monitors all faculty advertisements for possible discriminatory language and the inclusion of the statement: **“Purdue University Northwest is an EEO/AA employer fully committed to achieving a diverse workforce. All individuals, including minorities, women, individuals with disabilities, and protected veterans are encouraged to apply.”**

The Human Resources Department and, when requested, the Office of Equity, Diversity, & Inclusion, 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 Equity, Diversity, & Inclusion 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.

A Gender Equity in Sports committee composed of selected employees, including Title IX Coordinators from the Westville and Hammond campuses and student athletes was developed by the Athletic department to ensure equity in PNW sports teams, practices and guidelines.

H. Career Counseling

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

I. 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.”**

Office of Equity, Diversity, & Inclusion:

The Office of Equity, Diversity, & Inclusion conducted Equity and Diversity and Title IX 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, students.

Staff within the Office of Equity, Diversity, & Inclusion 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 Equity, Diversity, & Inclusion also administers the Mandatory Reporters training for Purdue University Northwest employees designated as such. All "Responsible Employees" are Mandatory Reporters under Title IX. Mandatory Reporters include those people who have authority and responsibility to remedy harassment, or those whom a student would reasonably believe has such authority. Mandatory Reporters include, the chancellor, vice chancellors (including associate and assistant vice chancellors), deans, department heads, directors (including associate and assistant directors), faculty members (both tenure-track and non-tenure-track), athletic department staff, employees in supervisory or management roles, student affairs professionals, residential life administrators, resident assistants, police department staff, and academic advisors.

The Office of Equity, Diversity, & Inclusion continues to work towards finalizing a mandatory Diversity & Inclusion training for all employees. The purpose of the training is to acquaint employees (faculty, staff and student workers) on workplace inclusivity best practices. This Diversity & Inclusion training will be customized in its relevance to Purdue University Northwest.

Training for PNW members of the Chancellor's Equity Panel members was led by Vice President Alysa Rollock and her team at the West Lafayette campus in May 2019. 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. Participants also had an opportunity to apply what they learned by participating in a simulated Equity Panel Meeting.

Multicultural Campus Council:

The Multicultural Campus Council was established on September 16, 2005. The purpose of the Multicultural Campus Council is to encourage a more engaged, multicultural campus by supporting and promoting cultural and diversity events on campus and identifying programming opportunities in the areas of diversity and inclusion. The mission of the Multicultural Campus Council is as follows: "As change agents we seek to educate and engage the campus community on the value of respecting and embracing cultural difference while promoting inclusion."

Among events supported and sponsored by the Multicultural Campus Council was the Celebration of the Legacy of Dr. Martin Luther King Jr., which took place at both campus locations and featured a

keynote address by Dr. Theo Williams, Associate Professor of Communication at Bethel College. Additionally, the Multicultural Campus Council sponsored: the 2nd Annual "I'm First" Celebration, Brother-to-Brother Book Reading/Discussion, PNW Chicago Pride Parade, a World Culture Festival, Hispanic Heritage Month Celebrations, public forum: "Threat to the World? US v. Venezuela", the Toast to Black Excellence event in honor of Black History Month, African American Art and Lunch event, NIA Bowl, International Tea and Trivia, and Handprints for Hope event in honor of Sexual Assault Awareness month.

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.

An advisory committee whose members represent diverse areas from across the campus community directs the BCTA program. The College of Humanities, Education and Social Sciences (CHESS) sponsors BCTA and as such offers several events and numerous speakers through the CHESS Lecture series. As part of the CHESS Lecture series and in collaboration with the Multicultural Campus Council, Dr. Ruth Gomberg-Muñoz, Associate Professor of Anthropology at Loyola University Chicago, was a featured speaker during Hispanic Heritage Month presenting the topic: "Deported but Not Defeated in Mexico City". In addition, an art display was set up focusing on resilience in NWI to pair with Hispanic Heritage Month. A poetry slam, titled "Truth is on its way," was held as part of the observance of Black History Month with special guest and slam poet, Rachel "Raych" Jackson. Finally, "#WomensVoices", a three-day festival honoring Women's History Month, was held accompanied by an art display focusing on women's contribution to the arts.

Creating a Cultural of Inclusion (CCIT):

The "Creating a Culture of Inclusion" Team (CCIT) was formed September 2019 to demonstrate Purdue University Northwest's commitment to maintaining a 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. The team will provide leadership and serve as a resource to support and nurture campus-wide efforts and activities that enhance greater understanding of the value of an engaged multicultural campus.

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.

APPENDIX A – WORKFORCE DISTRIBUTION CHARTS

Note: The data provided in some of the charts and graphs excludes insignificant racial/ethnic groups (unknown, multiracial, etc.) and consequently may not be fully indicative of all eeo-6 job categories.

Figure 1 – Distribution of Purdue University Northwest Employees by Job Category

Campus-2019	Total
Ladder Rank Faculty	201
Non-Ladder Rank Instructional	294
Student Assistants	191
Executive, Administrative, Managerial	62
Professional	171
Secretarial and Clerical	92
Technical and Paraprofessional	59
Skilled Crafts	9
Service and Maintenance	64
Totals	1143

Figure 2: Distribution of Purdue University Northwest Employees by Gender and Job Category

Campus-2019	Female	Male	Total
Ladder Rank Faculty	94	107	201
Non-Ladder Rank Instructional	172	122	294
Student Assistants	112	79	191
Executive, Administrative, Managerial	32	30	62
Professional	117	54	171
Secretarial and Clerical	90	2	92
Technical and Paraprofessional	18	41	59
Skilled Crafts	0	9	9
Service and Maintenance	20	44	64
Totals	655	488	1143

Figure 3: Distribution of Purdue University Northwest Employees by Race/Ethnicity and Job Category

Campus-2019	White	Black	Hispanic	Asian	AmerInd	Total
Ladder Rank Faculty	122	11	10	47	0	201
Non-Ladder Rank Instructional	202	15	14	11	0	294
Student Assistants	73	18	45	14	5	191
Executive, Administrative, Managerial	46	6	1	5	0	62
Professional	115	28	17	1	0	171
Secretarial and Clerical	50	11	19	1	0	92
Technical and Paraprofessional	39	7	3	5	0	59
Skilled Crafts	7	1	0	0	0	9
Service and Maintenance	24	13	17	0	0	64
Totals	678	110	126	84	5	1143

Figure 4: Distribution of Purdue University Northwest Ladder Rank Faculty by Gender and College

Campus Ladder Rank Faculty – 2019	Female	Male	Total
Humanities, Education & Social Sciences	26	30	56
Education	7	3	10
Engineering and Sciences	14	33	47
Technology	2	22	24
Library	1	0	1
Management	16	19	35
Nursing	28	0	28
Totals	94	107	201

Figure 5: Distribution of Purdue University Northwest Ladder Rank Faculty by Race/Ethnicity and College

Campus Ladder Rank Faculty - 2019	White	Black	Hispanic	Asian	AmerInd	Total
Humanities, Education & Social Sciences	40	2	3	10	0	56
Education	8	1	1	0	0	10
Engineering and Sciences	25	3	0	17	0	47
Technology	9	1	3	11	0	24
Library	1	0	0	0	0	1
Management	20	3	1	9	0	35
Nursing	19	1	2	0	0	28
Totals	122	11	10	47	0	201

Figure 6: Distribution of Purdue University Northwest Ladder Rank Faculty by Gender and Rank

Campus Ladder Rank Faculty - 2019	Female	Male	Total
Professor	32	45	77
Associate Professor	33	35	68
Assistant Professor	29	27	56
Totals	94	107	201

Figure 7: Distribution of Purdue University Northwest Ladder Rank Faculty by Race/Ethnicity and Rank

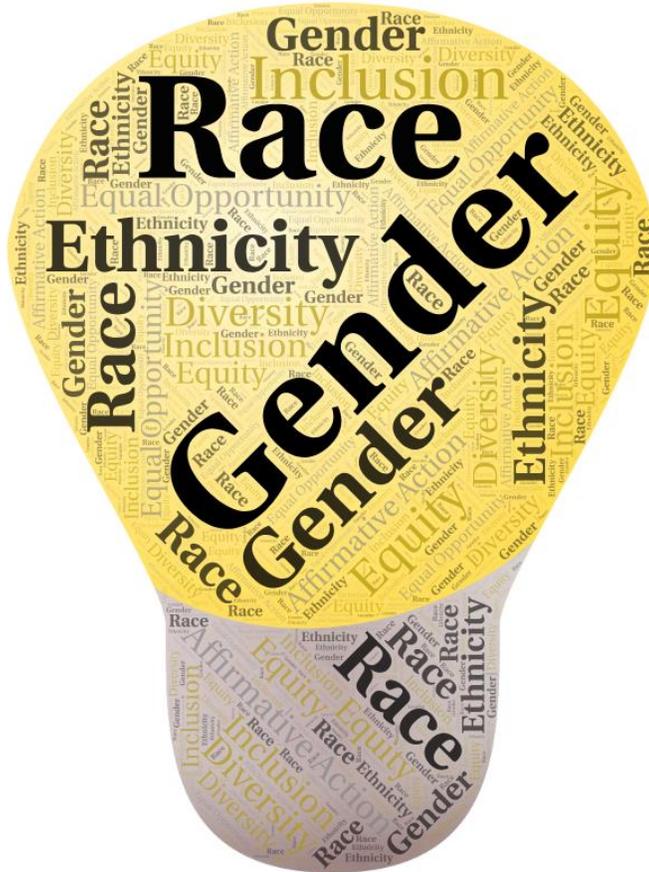
Campus Ladder Rank Faculty - 2019	White	Black	Hispanic	Asian	AmerInd	Total
Professor	48	2	4	21	0	77
Associate Professor	41	5	5	16	0	68
Assistant Professor	33	4	1	10	0	56
Totals	122	11	10	47	0	201

Figure 8: Distribution of Purdue University Northwest Non-Ladder Rank Faculty by Gender and College

Campus Non-Ladder Rank Faculty - 2019	Female	Male	Total
Humanities, Education & Social Sciences	75	53	128
Education	24	4	28
Engineering and Sciences	16	26	42
Management	18	18	36
Nursing	36	4	40
Technology	3	17	20
Total	172	122	294

Figure 9: Distribution of Purdue University Northwest Non-Ladder Rank Faculty by Race/Ethnicity and College

Campus Non-Ladder Rank Faculty - 2019	White	Black	Hispanic	Asian	AmerInd	Total
Humanities, Education & Social Sciences	88	10	6	5	0	128
Education	21	2	1	0	0	28
Engineering and Sciences	29	0	2	5	0	42
Management	23	2	1	1	0	36
Nursing	26	1	2	0	0	40
Technology	15	0	2	0	0	20
Total	202	15	14	11	0	294



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