



**2021 Affirmative Action Plan
EQUAL EMPLOYMENT OPPORTUNITY
EXECUTIVE SUMMARY**

Prepared for Board of Trustees

**Based on Workforce as of 1/1/21
And
Employment Activities from 01/01/20 to 12/31/20**

**Kendall College of Art and Design of
Ferris State University
Big Rapids, Michigan**

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Table of Contents

<u>SECTION</u>	<u>PAGE #</u>
Introduction.....	2
Background Concepts and Terms.....	2
Total Workforce.....	3
Workforce: By Functional Employee Band.....	4
Progress Toward Goals	5
Conclusion	7

**Kendall College of Art and Design of
Ferris State University
Equal Employment Opportunity (EEO)
2021 Executive Summary**

**Workforce Date: 01/01/21
Employment Activities: 01/01/20 to 12/31/20**

Introduction

It is the policy of Kendall College of Art & Design (“KCAD”) and Ferris State University (collective, “the University”) to provide equal employment opportunity to all employees and applicants for employment (Board-approved Equal Opportunity and Non-Discrimination policy, Part 7). The Ferris State University Board of Trustees, President, and executive leadership are committed to equal employment opportunity and affirmative action efforts in compliance with Executive Order 11246, as amended, the Vietnam Era Veterans Readjustment Assistance Act, as amended, and Section 503 of the Federal Rehabilitation Act, as applicable, as well as any other applicable federal regulations.

As a part of the University’s Affirmative Action Program, an annual report examines workforce and employment activities based on race/ethnicity, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, and disability status, and is prepared according to federal equal employment opportunity and affirmative action guidelines. This Executive Summary provides highlights from the Affirmative Action annual report.

The Office of the General Counsel provides leadership responsibility for reporting and monitoring compliance with the University’s Equal Employment Opportunity (EEO) Policy. The annual Affirmative Action Plan (“AAP”) report examines the University’s employment activities within specified job groups. This Executive Summary reflects results of the annual report analyses by broad employee groups (*i.e.*, Executive/Administrative/Managerial, Faculty, and Staff).

Background Concepts and Terms

The general purpose of the AAP is to analyze the organization’s “utilization” of women and minorities in various “Job Groups” compared to the theoretical and statistical “availability” of women and minorities who are qualified and could potentially be selected for positions and advanced upward in the organization. Therefore, it is important to understand what these terms mean.

A “**Job Group**” is a means of organizing various job titles into groupings of similar positions in the corporate hierarchy by common levels of job responsibility and accountability, general compensation range, and opportunities for advancement within the organization. Some Job Groups are similar to EEO-1 Report Codes (*i.e.*, Clerical/Administrative Support Workers, Craft Workers, Service Workers, etc.), or a similar report for post- secondary educational institutions – the Integrated Postsecondary Education Data System. Ferris State University’s workforce, however, is sufficiently large, such that Job Groups have been customized for its specific occupations.

“**Utilization**” is the proportion of women and minorities employed by the University in a Job Group, as a percentage of all employees in the Job Group.

“**Availability**” is a theoretical calculation of the percentage of qualified females and/or minorities that could be selected for placement based on the methods utilized by a contractor when filling vacancies in any AAP Job Group. This calculation is a mix of external sources (off the street hires) and internal sources (promotions or transfers from within). Typically, the vacancies filled in any Job Group are a blend of external and internal placements, since there are usually a wide variety of job titles in each Job Group and vacancies may be filled in different ways for different types of positions.

For example, very different recruiting sources, geographic scope and methods may be used when filling vacancies within a Job Group of all academic deans, since these may consist of top level department positions in varied academic disciplines such as business, accounting, IT, sports management, engineering, theater and so on.

External availability is based on data for one or more of the 480+ Occupational Codes tracked by the U.S. Bureau of Census in the various geographic areas where the University recruits for its employees. **Internal availability** is simply the percentage of women and minorities within the University’s feeder pools for promoting or transferring workers into another Job Group.

Finally, a “**Placement Goal**” must be established when there are fewer women and/or minorities in a Job Group than would be reasonably expected compared to their calculated availability (by a statistically significant margin¹). The Placement Goal is simply a value equal to the statistical availability percentage. A Placement Goal is not a quota.

Total Workforce

One feature of an Affirmative Action annual report is to examine the workforce according to organizational structure; however, KCAD’s primary employee base is housed within academic programs and supportive centers, such as the Urban Institute for Contemporary Arts (UICA). With these concepts in mind, this summary will analyze KCAD’s total workforce focusing upon broader analytical categories.

¹ A Placement Goal is only established when the difference between the percentage of women and/or minorities in a job group, and the percentage reasonably expected to be utilized based on availability data, is by a margin of at least 2 standard deviations of disparity.

1/1/20 Workforce ²	Total Employees	Females		Minorities	
		Total #	Total %	Total #	Total %
TOTAL WORKFORCE	85³	52	61.2%	4	4.7%

Observations

- The overall proportion of female employees College-wide was 61.2%.
- The overall proportion of minority employees College-wide was 4.8%.

Workforce by Functional Employee Bands

The table below outlines the same “snapshot” data according to major groups of employees by their functional alignment. The 2021 AAP lists 11 job groups. This Executive Summary collapses these 11 job groups into three major functional employment bands: Executive / Administrative / Managerial; Faculty; and Staff.

1/1/20 Workforce	Total Employees	Females		Minorities	
		Total #	%	Total #	%
Exec, Admin & Mgrs	2	1	50.0%	0	0.0%
Faculty	37	23	62.6%	0	0.0%
Staff	46	28	60.9%	4	8.7%
Total	85	52	61.2%	4	4.7%

Observations

- KCAD’s major employee band sizes are approximately: Faculty at 43.5% of the total workforce; Staff at 54.1% of the total workforce; and Executive/Administrative/Managerial at 2.4% of the total workforce.
- Women make up at least half of the incumbents in each job group. The Faculty job group included the highest percentage of women (62.6%).
- The Staff job group included the highest percentage of minorities (8.7%).
- Only two job groups have placement goals:
 - 802 Service – Women, and
 - 216 Faculty/Full Time – Minorities.

Benchmarks

- The total Female employment rate at KCAD (61.2%) is comparable with the percentage of females employed at Michigan four-year public universities; the Female employment rate (62.6%) of the KCAD faculty job group and of the KCAD staff job group (60.9%) are also comparable with the percentage of females employed as instructional staff at Michigan four-year public

²As reported from Banner by HR.

³ The primary plan document reflects this total as “83.” This is because 2 of the accounted for Kendall employees, though they work at the Kendall location, report to supervisors on Ferris State University’s main campus; this consolidation effort began during this plan year due to declining enrollment pre- and post-declaration of the COVID-19 pandemic and resultant reductions in the workforce. This executive summary focuses on employees who report to the Kendall location specifically and service the Kendall site primarily and reflects those numbers, rather than the “rolled up” numbers. This change in overall numbers also minimally impacts consistency in percentages reported between this executive summary and the primary plan document.

universities. In 2019, at Michigan four-year public universities, 54.3% of all staff and 64.3% of instructional staff were females. (Source: 2019 Integrated Postsecondary Education Data System (IPEDS)).

- The total Minority employment rate at KCAD (4.7%), including an 8.7% staff employment rate, is less than the percentage of minorities employed at Michigan four-year public universities. In 2019 at Michigan four-year public universities, 17.5% of all staff and 20.7% of instructional staff were minorities. (Source: 2019 Integrated Postsecondary Education Data System (IPEDS)).

Progress Toward Goals **Based on Starting Workforce of 01/01/21 and Placement Goals Analysis**

An important feature of the Annual Report for Affirmative Action is the analysis of prior year progress in relation to affirmative action goals. When developed in compliance with statutory and regulatory obligations, Affirmative Action Placement Goals are not quotas. They establish benchmarks according to both internal and external estimated (and thus theoretical) labor market availabilities for each job group.

The Placement Goals Analysis and resulting AA Goals for faculty, administrators, and staff are based on national statistics of recently conferred degrees, 2010 Census, and the 2006-2010 American Community Survey EEO tabulation of labor force statistics for related occupations within appropriate geographic regions.

The Annual Report organizes Job Groups around federally established EEO categories and serve as the basis for this analysis.

Definition of “Progress Toward Goals:” For job groups in which a Placement Goal was established at the *beginning of the prior reporting period (01/01/20)*, progress toward a Job Group Placement Goal is achieved in a specific job group when: (1) there is an *opportunity* to hire or promote within a job group with a Placement Goal; and (2) a female and/or minority (Black/African American; Hispanic; Asian; American Indian/Alaskan Native; Native Hawaiian/Pacific Islander; or Two or More Races) was hired or promoted into that job group.

During this 12-month reporting period (01/01/20 – 12/31/20), KCAD experienced declining enrollment and, as a result, a reduced workforce, further influenced by the effects of the COVID-19 pandemic, which was declared in March 2020. Yet, some progress toward goals was made across all functional employee bands that further sort job groups into broader classifications, as defined and analyzed below.

Observations by Functional Employee Bands

Comparison of employment activities (applicants, hires, separations⁴, promotions) across employee bands can provide general indicators of patterns and/or can suggest areas in which utilizing more concerted, potential good faith efforts to achieve desired patterns of attracting and retaining a diverse workforce exist.

The tables below display employment activities according to employment bands: Executives, Administrators, and Managers; Faculty; and Staff. Student Employees are not analyzed here, due to their transitory nature.

Employment Activity	Total	Exec, Adm, Mgr	Faculty	Staff
Employed (1/1/21)	85	2	37	46
	100.0%	2.4%	44.0%	54.1%
Hires* (includes rehires, predominantly adjunct faculty)	253	1	173	79
	100.0%	0.4%	68.4%	31.2%
Separations*	205	2	84	119
	100.0%	<1.0%	41.0%	58.0%
Promotions*	45	0	20	25
	100.0%	0.0%	44.4%	55.6%

*For period from 01/01/20 to 12/31/20

Exec, Adm, Mgr Employment Activity	Exec, Adm, Mgr	Female	Minority
Employed (1/1/21)	2	1	0
	100.0%	50.0%	0.0%
Hires*	1	1	0
	100.0%	100.0%	0.0%
Separations*	2	2	0
	100.0%	100.0%	0.0%
Promotions*	0	0	0
	100.0%	0.0%	0.0%

*For period from 01/01/20 to 12/31/20

⁴ "Separations" includes resignations, terminations, layoffs, and death.

Faculty Employment Activity	Faculty	Female	Minority
Employed (1/1/21)	37	23	0
	100%	62.6%	0.0%
Hires*	173	73	8
	100%	42.2%	4.6%
Separations*	84	44	4
	100%	52.4%	4.8%
Promotions*	20	10	0
	100%	50.0%	0.0%

*For period from 01/01/20 to 12/31/20

Staff Employment Activity	Staff	Female	Minority
Employed (1/1/21)	46	28	4
	100%	60.9%	8.7%
Hires*	79	56	14
	100%	70.9%	17.7%
Separations*	119	78	20
	100%	65.5%	16.8%
Promotions*	25	19	2
	100%	76.0%	8.0%

*For period from 01/01/20 to 12/31/20

Observations:

- The 2020 hire rate of minority faculty (4.6%) exceeds the 2020 employment rate (0.0%) for this group, though this is reflective entirely within adjunct faculty, as no permanent, tenured or tenure-track faculty identify in this group.
- The 2020 hire rate of female staff (70.9%) exceeds the 2020 employment rate (60.9%) and separation rate (65.5%).
- The 2020 hire rate of minority staff (17.7%) exceeds both the 2020 employment rate (8.7%) and the 2020 separation rate (16.8%) for this group.
- There are several increases in separation rates across all categories and identifiers, due in part to the ongoing effects of the COVID-19 pandemic.

Conclusion

The workforce statistics presented in this Executive Summary are highlights from the Annual Report for Affirmative Action. Tracking workforce changes and noting trends in employment activities on the bases of race/ethnicity and sex are essential features of the University's Affirmative Action Plan. The AAP attached covers plan year 2021; this Executive Summary provides snapshots of KCAD's 2020 workforce data solely in an effort to create benchmarks to aid KCAD in moving toward present

and future goals related to Affirmative Action Planning and Implementation.

To that end, the Office of Equal Opportunity intends to continue to nurture that implementation by continuing current and designing future initiatives aimed toward maintenance of preferred practices and expansion of efforts previously undertaken by this Office, including but not limited to the following:

1. Engagement in recruitment and outreach strategies that attract increasing numbers of highly qualified and richly diverse applicant pools for all openings.
2. Continued development of annual goals and continuation of campus-wide education related to strategies for good faith efforts geared toward meeting established goals.
3. Continued improvement in efficiency and effectiveness of annual reports on campus through education and outreach to hiring committees and divisions.

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Equal Employment Opportunity Executive Summary

Appendix