



**2020 Affirmative Action Plan
EQUAL EMPLOYMENT OPPORTUNITY
EXECUTIVE SUMMARY**

Prepared for Board of Trustees

**Based on Workforce as of 1/01/20
And
Employment Activities from 01/01/19 to 12/31/19**

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Table of Contents

<u>SECTION</u>	<u>PAGE #</u>
Introduction	2
Background Concepts and Terms.....	2
Total Workforce: By Division	3
Total Workforce: By Functional Employee Band.....	4
Progress Toward Goals	6
Conclusion	8

Ferris State University Equal Employment Opportunity (EEO) 2020 Executive Summary

Workforce Date: 01/01/20
Employment Activities: 01/01/19 to 12/31/19

Introduction

It is the policy of Ferris State University (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 well as all 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 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. 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 enough, such that Job Groups have been customized for its

specific occupations.¹

“**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 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 that are tapped into 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 margin²). The Placement Goal is not a quota. Rather, the Placement Goal is simply a value equal to the statistical availability percentage.

Workforce by Division

One feature of an AAP is to examine the workforce according to the University’s organizational structure.

¹ Federal regulations governing the preparation of AAPs require customization of job groups for federal contractors/subcontractors with more than 150 employees.

² 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 ³		Females		Minorities	
Divisions	Total Employees	Total #	Total %	Total #	Total %
Academic Affairs	682	344	50.4%	59	8.7%
Administration & Finance	483	163	33.7%	22	4.6%
Diversity & Inclusion	6	3	50.0%	1	16.7%
Executive ⁴	19	9	47.3%	4	21.1%
General Counsel & Govt. Relations (GRGC)	7	5	71.4%	0	0.0%
Student Affairs	82	51	62.2%	6	7.3%
University Advancement & Marketing	23	19	82.6%	2	8.7%
TOTAL WORKFORCE	1302	4	45.6%	94	7.2%

Observations

- The overall proportion of female employees University-wide was 45.7%, which represents a slight decrease from 2019 (the total number of employees also decreased from 2019).
- The overall proportion of minority employees University-wide was 7.2%, which represents a slight decrease from 2019 (the total number of employees also decreased from 2019).
- The University Advancement and Marketing Division had the highest percentage of female employees (82.6%).
- The Executive Division had the highest percentage of minority employees (21.1%).
- Of the three largest divisions (Academic Affairs, Administration & Finance, and Student Affairs), Student Affairs had the highest percentage of female employees (62.2%), while Academic Affairs had the highest percentage of minority employees (8.7%).

Workforce by Functional Employee Bands

The table below outlines the same “snapshot” data according to major groups of employees by their functional alignment. The 2020 affirmative action plan organizes and measures the workforce according to 42 job groups. This Executive Summary collapses these 42 job groups into three major functional employment bands: Executive / Administrative / Managerial; Faculty; and Staff.

³ As reported from Banner by Human Resources (HR).

⁴ The President’s Council members are counted as part of the Executive Division.

1/1/20 Workforce ⁵	Total Employees*	Females		Minorities	
		Total #	%	Total #	%
Exec, Admin & Mgrs.	31	12	38.7%	4	12.9%
Faculty	459	198	43.1%	51	11.1%
Staff	812	475	58.5%	58	7.1%
Total	1302	685	52.6%	113	8.7%

Observations

- Ferris' major employee band sizes are approximately: Faculty at 35.3% of the total workforce; Staff at 62.4%; and Executive/Administrative/Managerial at 2.4%.
- The Staff job group included the highest percentage of women (58.5%).
- The Exec, Admin, & Mgrs. job group included the highest percentage of minorities (12.9%).

Benchmarks

- The Female employment rate at Ferris (52.4%) is comparable with the percentage of females employed at other Michigan four-year public universities; the Female employment rate (43.1%) of the Ferris faculty job group is comparatively less than the percentage of females employed as instructional staff at Michigan four-year public universities, while the Female employment rate of staff (58.1%) is comparable with the percentage of staff at Michigan four-year public 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 Minority employment rate at Ferris (8.5%), including an 11.1% faculty employment rate and a 6.9% staff employment rate, is less than the percentages 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)). These rates might be explained by the fact that the University's main campus, to where the majority of the workforce is assigned, is situated within the rural County of Mecosta. In addition, Ferris is considered a mid-sized University among the Michigan fifteen public universities in terms of overall population.

⁵ As reported from Banner by HR.

Progress Toward Goals
Based on Starting Workforce of 01/01/20 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 (01/01/19)*, progress toward a Job Group Placement Goal is achieved in a specific job group when: (1) there is an *opportunity* to hire or promote into a job group with a Placement Goal; and (2) a female and/or minority, as applicable, was hired or promoted into that job group. For federal tracking purposes, “minority” categories include Black/African American; Hispanic; Asian; American Indian/Alaskan Native; Native Hawaiian/Pacific Islander; or Two or More Races.

During this 12-month reporting period, the University achieved progress in employing and/or promoting females and/or minorities in several job groups, occurring at all levels of the University, even in spite of declining student enrollment and, as a result, a reduced overall workforce.

Observations by Functional Employee Bands

Comparison of employment activities (applicants, hires, separations⁶, 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.

⁶ Separations refers to involuntary separations, specifically termination, layoff, and death.

Employment Activity	Total	Exec., Admin., Mgr.	Faculty	Staff
Employed (1/1/2020)	1302	31	459	812
	100.0%	2.4%	35.3%	62.3%
Hires* (includes rehires, mainly adjunct faculty)	646	4	353	289
	100.0%	<0.1%	55.0%	45.0%
Separations*	461	3	68	390
	100.0%	<0.1%	15.0%	85.0%
Promotions*	311	13	176	122
	100.0%	4.0%	57.0%	39.0%

*For period from 01/01/19 to 12/31/19

Exec., Admin., Mgr. Employment Activity	Exec., Admin., Mgr.	Female	Minority
Employed (1/1/20)	31	12	4
	100.0%	38.7%	12.9%
Hires*	4	2	1
	100.0%	50.0%	25.0%
Separations*	3	2	0
	100.0%	66.7%	0.0%
Promotions*	13	3	1
	100.0%	23.1%	7.7%

*For period from 01/01/19 to 12/31/19

Faculty Employment Activity	Faculty	Female	Minority
Employed (1/1/20)	459	198	51
	100%	43.1%	11.1%
Hires*	353	170	31
	100%	48.2%	8.8%
Separations*	68	19	10
	100%	27.9%	14.7%
Promotions*	176	86	15
	100%	48.9%	8.5

*For period from 01/01/19 to 12/31/19

Staff Employment Activity	Staff	Female	Minority
Employed (1/1/20)	812	472	56
	100%	58.1%	6.9%
Hires*	289	149	38
	100%	51.6%	13.1%
Separations*	390	175	28
	100%	44.9%	7.2%
Promotions*	122	87	10
	100%	71.3%	8.2%

*For period from 01/01/19 to 12/31/19

Observations:

- The 2019 hire rate of female executives, administrators, and managers (50.0%) exceeds the 2019 employment rate for this group (38.7%).
- The 2019 hire rate of female faculty (48.2%) is greater than the 2019 employment rate for female faculty (43.1%) and exceeds the separation rate of female faculty (27.9%).
- The 2019 hire rate of female staff (51.6%) is less than the 2019 employment rate (58.1%) but exceeds the 2019 separation rate (44.9%) for this group.⁷
- The 2019 hire rate of minority staff (13.1%) exceeds the 2019 employment rate (7.8%) and exceeds the 2018 separation rate (7.2%) for this group.
- The 2019 hire rate of minority executives, administrators, and managers (25.0%) exceeds the employment rate (11.1%) and the separation rate (14.7%) for this group.

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 Affirmative Action Plan attached covers plan year 2020; this Executive Summary provides snapshots of the University's 2019 workforce data solely in an effort to create benchmarks to aid the University in moving toward present and future goals related to Affirmative Action Planning and Implementation

To that end, the Office of Equal Opportunity intends 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

⁷ Due to budget reductions, there were fewer overall hires for this reporting period.

established goals.

3. Continued improvement in efficiency and effectiveness of annual reports on campus through education and outreach to hiring committees and divisions.

Ferris State University

Equal Employment Opportunity Executive Summary

Appendix