



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

Prepared for Board of Trustees

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

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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	5
Conclusion	8

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 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 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.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.

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

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

Workforce by Division

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

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.

1/1/21 Workforce ³	Divisions	Total Employees*	Females		Minorities	
			Total #	Total %	Total #	Total %
	Academic Affairs	655	345	52.7%	59	9.0%
	Administration & Finance	318	140	44.0%	24	7.5%
	Diversity & Inclusion	5	4	80.0%	1	20.0%
	Executive ⁴	14	9	64.3%	2	14.3%
	General Counsel ⁵	6	5	83.3%	0	0.0%
	Student Affairs	81	57	70.4%	7	8.6%
	University Advancement & Marketing	33	21	63.6%	2	6.1%
	TOTAL WORKFORCE	1112⁶	581	52.2%	95	8.5%

Observations

- The overall workforce decreased from 1302 in 2019 to 1112 in 2020 due to declining enrollment and effects of the COVID-19 pandemic, which was declared in March 2020.
- The overall proportion of female employees University-wide was 52.2%, which represents an increase from the 2020 plan.
- The overall proportion of minority employees University-wide was 8.5%, which represents an increase from the 2020 plan.
- The General Counsel Division had the highest percentage of female (83.3%) employees.
- The Diversity & Inclusion (& Strategic Initiatives) Division had the highest percentage of minority employees (20.0%).
- Of the three largest divisions (Academic Affairs, Administration & Finance, and Student Affairs), Student Affairs had the highest percentage of female employees (70.4%), while Academic Affairs had the highest percentage of minority employees (9.0%).

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 affirmative action plan organizes and measures the workforce according to 40 job groups. This Executive Summary collapses these 40 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.

⁵ In this plan year, the Governmental Relations and General Counsel (GRGC) division was renamed to the “Office of the Vice President and General Counsel,” as Governmental Relations was moved to the President’s Office/Executive Division and was absorbed by employees already working in that division. This row reflects that name change.

⁶ The primary plan document reflects this total as “1114.” This is because some 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 Ferris main campus and EIO locations specifically. This change in overall numbers also minimally impacts consistency in percentages reported between this executive summary and the primary plan document.

1/1/21 Workforce ⁷	Total Employees*	Females		Minorities	
		Total #	%	Total #	%
Exec, Admin & Mgrs.	31	13	41.9%	5	16.1%
Faculty	424	188	44.3%	43	10.1%
Staff	657	380	57.8%	47	7.2%
Total	1112	581	52.2%	95	8.5%

Observations

- Ferris' major employee band sizes are approximately: Faculty at 38.1% of the total workforce; Staff at 59.1%; and Executive/Administrative/Managerial at 2.8%.
- The Staff job group included the highest percentage of women.
- The Exec, Admin, & Mgrs. job group included the highest percentage of minorities.
- Of the 40 job groups, only 7 have placement goals:
 - 202 Faculty – Allied Health – Minorities
 - 203 Faculty – Arts & Sciences – Minorities
 - 208 Faculty – Technology – Women and Minorities
 - 212 Faculty – Supfac/1Spt – Minorities
 - 303 Athletics Professionals – Women
 - 309 Professionals – KCAD/FSU GR – Women
 - 801 Service – Union – Minorities.

Benchmarks

- The total Female employment rate at Ferris (52.2%) is comparable with the percentage of females employed at Michigan four-year public universities; the Female employment rate (44.3%) 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 (57.8%) 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 total Minority employment rate at Ferris (8.5%), including a 10.1% faculty employment rate and a 7.2% 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)).

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.

⁷ As reported from Banner by HR.

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 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 (01/01/20 – 12/31/20), 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; the emergence of the COVID-19 pandemic; and as a result, a reduced overall workforce.

Observations by Functional Employee Bands

Comparison of employment activities (applicants, hires, separations⁸, 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.

Employment Activity	Total	Exec., Admin., Mgr.	Faculty	Staff
Employed (1/1/2021)*	1112	31	424	657
	100.0%	2.8%	38.1%	59.1%
Hires* (includes rehires, mainly adjunct faculty)	1265	16	556	693
	100.0%	1.3%	44.0%	54.7%
Separations*	890	4	171	715
	100.0%	0.4%	19.2%	80.3%
Promotions*	298	13	174	111
	100.0%	4.4%	58.4%	37.2%

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

⁸ “Separations” includes resignations, retirements, terminations, layoffs, and death.

Exec., Admin., Mgr. Employment Activity	Exec., Admin., Mgr.	Female	Minority
Employed (1/1/21)*	31	13	5
	100.0%	41.9%	16.1%
Hires*	16	6	2
	100.0%	37.5%	12.5%
Separations*	4	2	0
	100.0%	50.0%	0.0%
Promotions*	13	4	1
	100.0%	30.8%	7.7%

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

Faculty Employment Activity	Faculty	Female	Minority
Employed (1/1/21)*	424	188	43
	100%	44.3%	10.1%
Hires*	556	270	52
	100%	48.6%	9.4%
Separations*	171	115	34
	100%	67.3%	19.9%
Promotions*	174	85	14
	100%	48.9%	8.0%

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

Staff Employment Activity	Staff	Female	Minority
Employed (1/1/21)*	657	380	47
	100%	57.8%	7.2%
Hires*	693	404	84
	100%	58.3%	12.1%
Separations*	715	355	70
	100%	49.7%	9.8%
Promotions*	111	77	7
	100%	69.4%	6.3%

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

Observations:

- The 2020 hire rate of minority executives, administrators, and managers (12.5%) exceeds the 2020 separation rate for this group (0.0%).
- The 2020 hire rate of female faculty (48.6%) is greater than the 2020 employment rate for female faculty (44.3%).
- The 2020 hire rate of female staff (58.3%) exceeds the 2020 employment rate (57.8%) and the 2020 separation rate (49.7%) for this group.
- The 2020 hire rate of minority staff (12.1%) exceeds the 2020 employment rate (7.2%) and the 2020 separation rate (9.8%) for this group.

- The separation rate is highest in the staff group, as it was most affected by layoffs and other reductions due in part to the ongoing effects of the COVID-19 pandemic and related declines in enrollment.

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 2021; this Executive Summary provides snapshots of the University's 2020 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 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