



EMORY  
UNIVERSITY

# Affirmative Action Plan: Executive Summary

For

*Women, Minorities, Protected Veterans  
and Individuals with Disabilities*

Plan Year: November 1, 2016 - October 31, 2017

Prepared by: The Office of Equity and Inclusion

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## Introduction

The Affirmative Action Plan (AAP) is a required compliance document fulfilling part of Emory's responsibility as a federal government contractor. The AAP is mandated by [Executive Order 11246](#) to ensure nondiscrimination in employment. E.O. 11246 is enforced by the Office of Federal Contract Compliance Programs. The Office of Equity and Inclusion develops and implements the AAP annually, shares annual goals, monitors the affirmative action program and recommends corrective actions. The AAP and other relevant resources can be located on the [Office of Equity and Inclusion's website](#).

## Contents and Purpose

The AAP functions as a systematic approach toward the achievement of Emory's affirmative action goals and nondiscrimination in the workplace. The AAP consists of qualitative and quantitative information mandated by E.O. 11246. The contents are listed below:

- Organizational Profile
- Job Group Analysis
- Determining Estimated Availability
- Comparing Incumbency to Availability
- Hiring/Placement Goals
- [Emory Policies and Procedures](#)
- Designation of Responsibility for Implementation
- Identification of Problem Areas
- Action-Oriented programs and Periodic Internal Audits

The Purpose of the AAP is to ensure that all qualified applicants and employees are receiving an equal opportunity for recruitment, selection, advancement, and every other term and privilege associate with employment.

The affirmative action year generally runs from November 1 to October 31 of the previous year. However, the AAP programs and goals are ongoing and valid until a new plan is distributed in the first quarter of that year by the Office of Equity and Inclusion (OEI). It is distributed to the President, Provost, Deans, and other key stakeholders at the university. Portions of the AAP are available on OEI's website, and can be viewed by appointment by contacting OEI.

## Main AAP Reports

<b>Organizational Profile</b>	<p>The organizational profile is an overview of the staffing patterns at Emory, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race.</p>
<b>Job Groups</b>	<p>The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualified minorities and women who could be employed by Emory University in positions covered by this AAP.</p>
<b>Hiring Goals</b>	<p>As required by applicable regulations, Emory University has established goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability. Goals are objectives or targets that are reasonably attainable by applying good faith efforts.</p>
<b>Responsibility for Implementation</b>	<p>Claire Sterk, President, and Lynell Cadray, Vice Provost, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the Program to Maurice Middleton, the Affirmative Action Officer of the University. The University recognizes the cooperation of department supervisors and line managers is required to reach the full potential of this AAP. Therefore, supervisor and manager expectations are outlined below.</p>

## Management Responsibilities

The University recognizes the cooperation of department supervisors and line managers is required to reach the full potential of this AAP. Therefore, some supervisor and manager expectations are outlined below.

- Assist the Affirmative Action Officer in the identification of any problem areas and help eliminate any barriers to equal employment opportunity
- Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs
- Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative

action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings

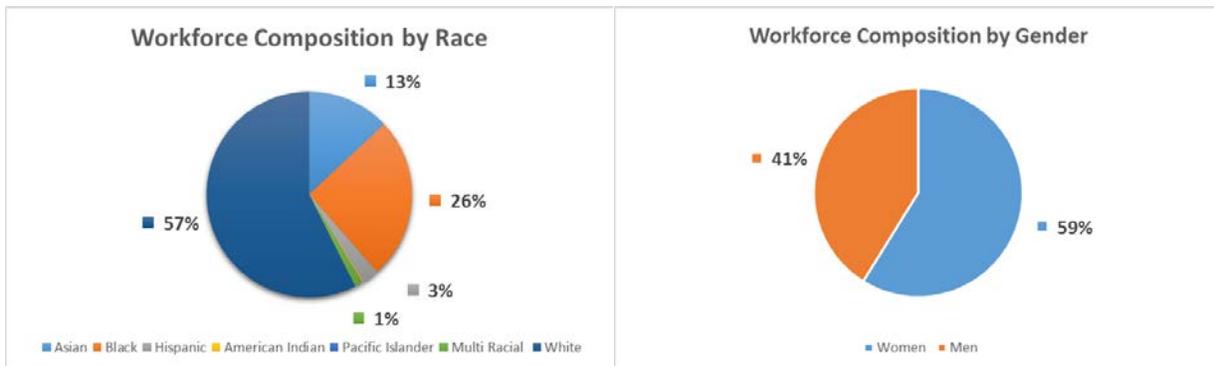
- Review the qualifications of applicants and employees in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Provide career counseling for employees as needed
- Adhere to the University’s policy of equal employment opportunity for all employees and ensure the policy is understood, supported, and adhered to by the employees they supervise
- Take action to prevent the discrimination and harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University's affirmative action efforts.

## AAP Data Summary

### \*Minorities and Women

Employment Data as of 11/1/2016 includes all full/part time regular faculty and staff.

	Total Employees	Minorities	Females
#	10,516	4,480	6,190
%		42.6	58.86



\*Minorities include the following races: American Indian/Alaskan Native, Asian, African American/Black, Hispanic, and Pacific Islander, Multiracial (Two or More of the previously listed races.)

### Protected Veterans

Hiring Activity for: 11/1/2015 – 10/31/2016

Veteran Benchmark for Hiring	
Hiring%	1.06
Benchmark%	7.00
Benchmark met?	No

HR Personnel Activity for: 11/1/2015 – 10/31/2016

Personnel Activity Data for 11/1/2015 - 10/31/2016						
		Total	Min	Fem	Unk Race	Unk Gend
Applicant Pool	#	73,514	49,987	50,481	7,272	3,423
	%		68.00	68.67	9.89	4.66
Applicant Selected	#	1,323	602	810	233	173
	%		45.50	61.22	17.61	13.08
		Total	Min	Fem		
New Hire	#	1,558	751	996		
	%		48.20	63.93		
Promotion	#	883	398	572		
	%		45.07	64.78		
Termination	#	970	478	604		
	%		49.28	62.27		
Involuntary Term	#	319	171	175		
	%		53.61	54.86		

Women and Minorities Hiring Goals for Staff Job Groups

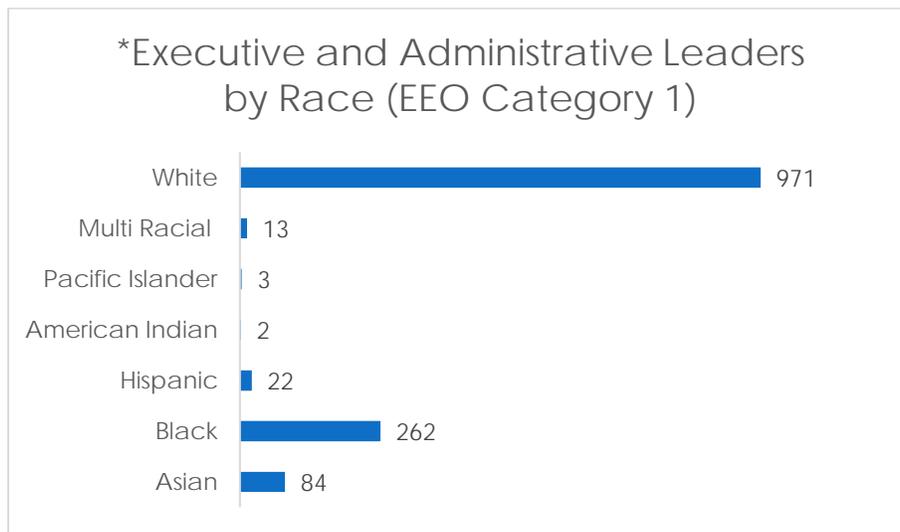
Individuals with Disabilities (IWD) Goals are listed in AAP		
Employment Data as of 10/31/2016		
Minorities and Women Goals are listed below		
Employment Data as of 10/31/2016		
Job Group	Job Group Description	Goal?
1.10	Admin Directors	Minorities
1.11	Academic Directors	Minorities
1.12	Business/Finance Directors	Minorities/Women
1.13	Computing Directors	Minorities
1.14	Development Directors	Minorities
1.15	Facilities/Operations Directors	Minorities
1.16	Health/Medical/Research Directors	Women
1.17	Library Directors	Women
1.18	Media/Arts Directors	Minorities
1.20	Admin Managers	Minorities
1.22	Business/Finance Managers	Minorities
1.26	Health/Medical/Research Managers	Minorities
3.53	Computing Professionals	Women
3.54	Development Managers	Minorities
3.55	Facilities/Operations Professionals	Minorities
3.57	Library Professionals	Minorities
4.05	Facilities/Operations Support Staff	Women
7.05	Facilities/Operations Operatives	Minorities
7.06	Facilities/Operations Laborers Helper	Women

**Women and Minorities Hiring Goals for \*Faculty by School and Track**

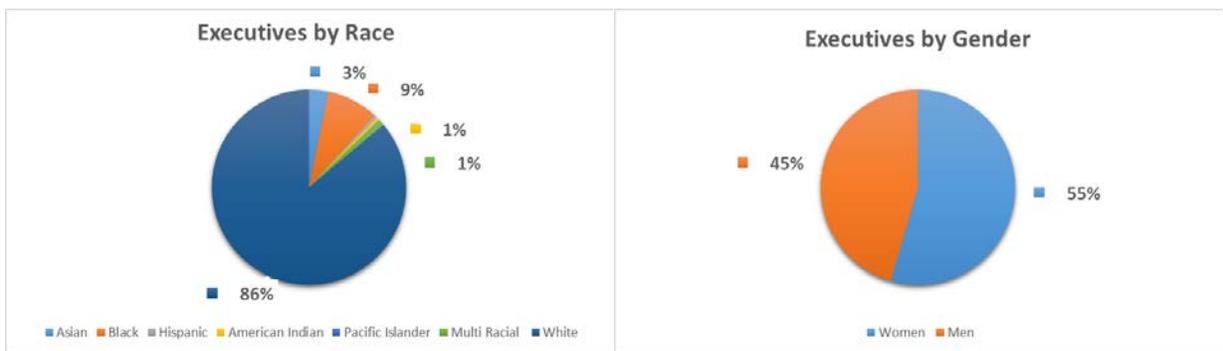
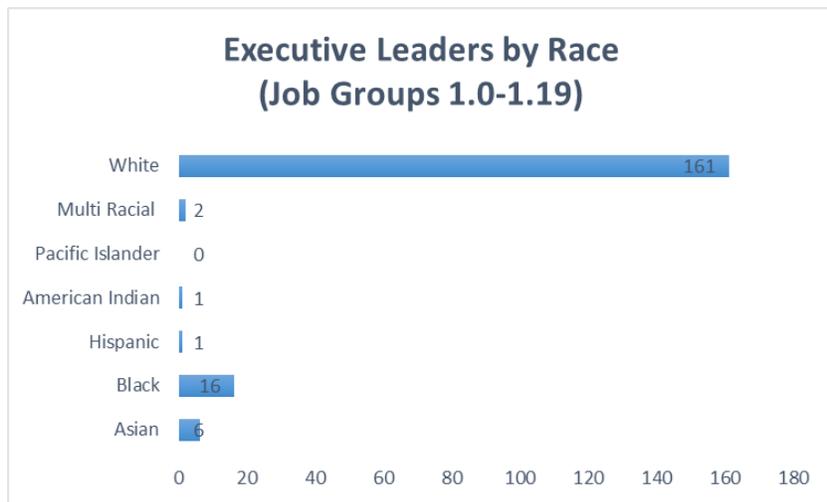
Employment Data as of 10/31/2016		
School	Track	Goal?
Theology	Tenured	Women
	Tenure Track	Minorities/Women
	Non Tenure Track	Women
Emory College	Tenured	Minorities
	Tenure Track	Women
Business	Tenured	Women
	Non Tenure Track	Minorities/Women
Oxford	Tenure Track	Minorities/Women
Law	Tenure Track	Minorities/Women
Medicine	Tenured	Women
Nursing	Non Tenure Track	Women
Public Health	Tenure Track	Women/Minorities

\*Faculty includes all full/part time regular persons whose specific assignments customarily are made for the purpose of conducting instruction, research, or public service as a principal activity (or activities), and who hold academic rank titles of professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any of these academic ranks.

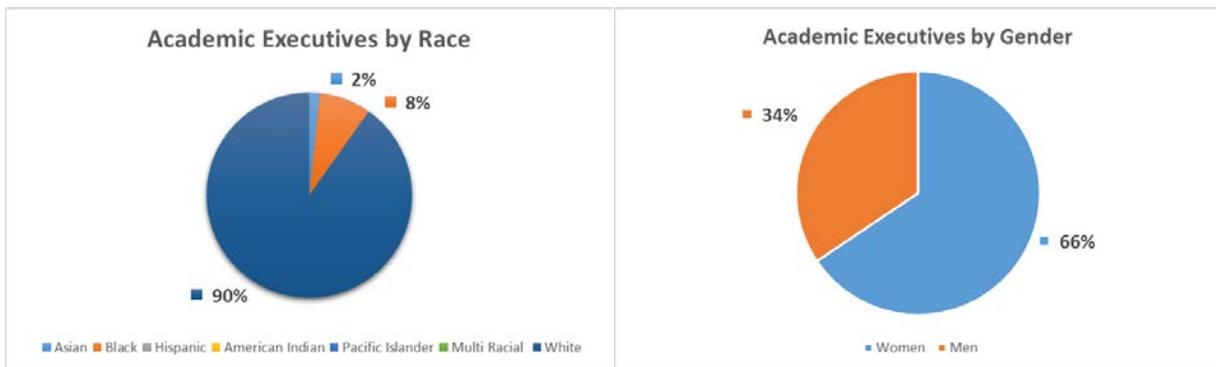
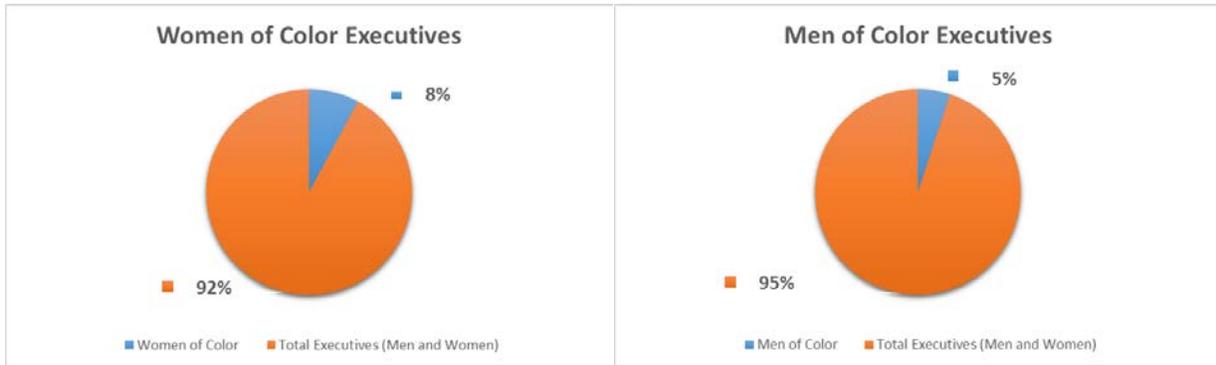
**The Status of Women and Minorities in Leadership**



\*Executive/Administrative includes all full/part time regular employees holding such titles as President, Provost, Vice President, Vice Provost, Dean, Director, and Assistant/Associate Directors, as well as officers subordinate to any of these administrators such as Associate Dean, Assistant Dean, Executive Officer of academic departments so long as their principal activity is administrative.



**Executives** includes all full/part time regular senior level employees holding such titles as President, Provost, Vice President, Vice Provost, Dean, or the equivalent, as well as officers subordinate to any of these administrators such as Associate Dean, Assistant Dean, Executive Officer of academic departments so long as their principal activity is administrative. Some Senior Directors are represented in specific administrative departments.

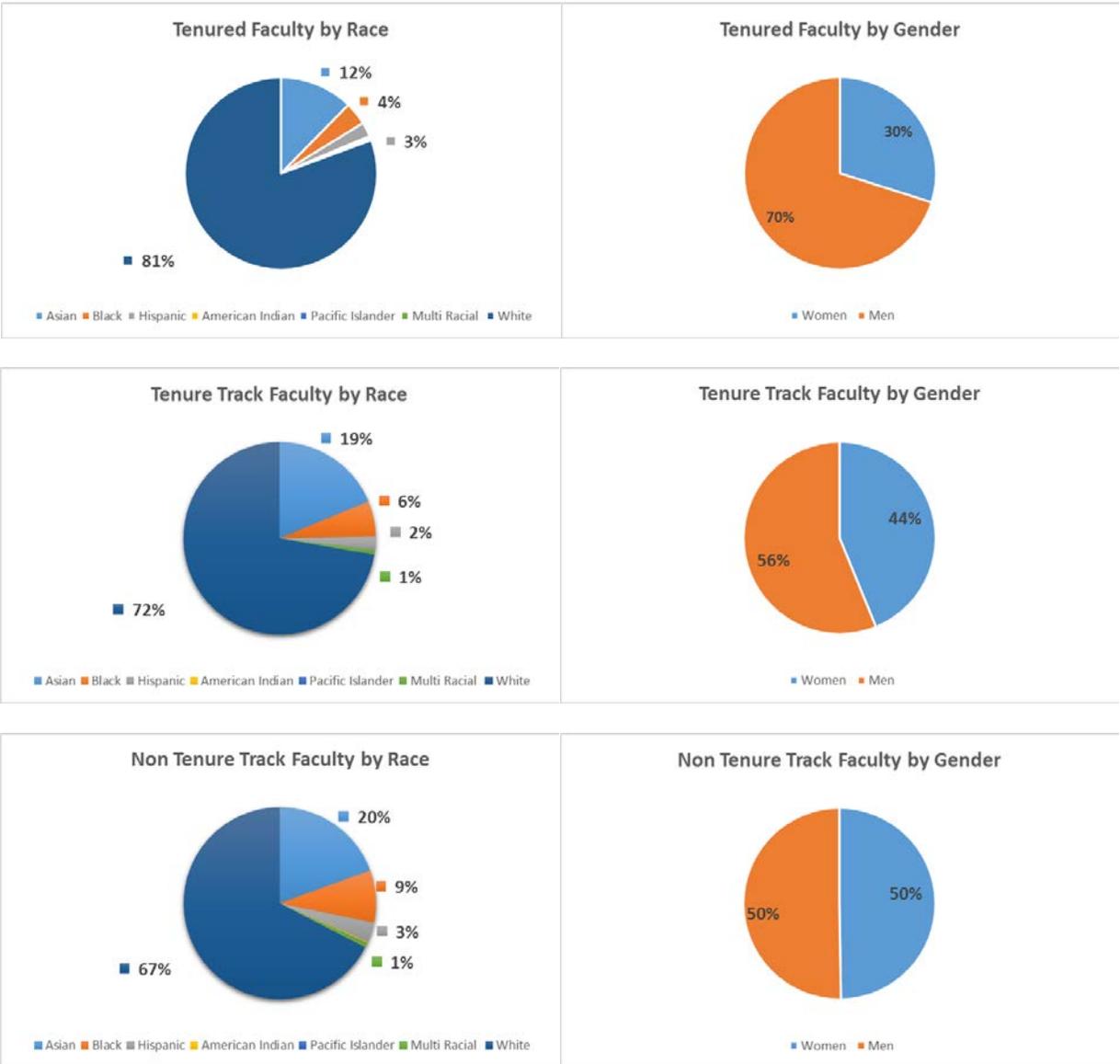


**Academic Executives** includes all full/part time regular senior level employees holding such titles as Dean, Associate Dean, Assistant Dean, or the equivalent that hold office in academic departments, but their principal activity is administrative.

**Women of Color Executives** includes all senior level women of the following races: American Indian/Alaskan Native, Asian, African American/Black, Hispanic, and Pacific Islander, Multiracial (Two or More of the previously listed races).

**Men of Color Executives** includes all senior level men of the following races: American Indian/Alaskan Native, Asian, African American/Black, Hispanic, and Pacific Islander, Multiracial (Two or More of the previously listed races).

Faculty



\*Faculty includes all full/part time regular persons whose specific assignments customarily are made for the purpose of conducting instruction, research, or public service as a principal activity (or activities), and who hold academic rank titles of professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any of these academic ranks.

For the purposes of this report, faculty are defined as staff with emplclass 0, 1, or A.

## Evaluation and Next Steps

- Minorities
  - The majority of the EEO 1 (Executive/Administrative/Managerial) job groups are underrepresented in minorities and have hiring goals.
  - Faculty hiring goals for minorities by school include Theology (tenure track), Emory College (tenured), Business (non tenure track), Oxford, Law and Public Health (tenure track)
- Women
  - Faculty hiring goals for women by school include Theology (tenured, tenure track, non tenure track), Emory College (tenure track), Business (tenured, non tenure track), Oxford (tenure track), Law (tenure track), Medicine (tenured), Nursing (non tenure track), and Public Health (tenure track).
- Protected Veterans
  - The benchmark for veterans is 7% nationwide. We are approximately 6 percentage points away from the benchmark. Please note that our percentage is based on voluntary responses from applicants and employees. Our goal is to increase our percentage of protected veterans through outreach, recruitment and by soliciting employees to voluntarily self-identify.
- Individuals with Disabilities (IWDs)
  - More than 90% of our job groups have a goal for IWDs. The benchmark is 7% for each job group. Again, our percentage is based on voluntary responses from applicants and employees. Our goal is to increase our percentage of IWDs through outreach, recruitment and by soliciting employees to voluntarily self-identify.
- The goals established for minorities, women, veterans and individuals with disabilities must be tackled strategically from a recruitment and targeted outreach perspective with the commitment to make good faith efforts to achieve the goals.
- As a federal government contractor, Emory is required to measure the effectiveness of its targeted outreach initiatives. OEI will review and evaluate the recruitment and outreach initiatives for minorities, veterans and individuals with disabilities across all EEO categories, especially EEO Category 1, for faculty jobs. This requirement has also been shared with Human Resources as they own the staff recruitment process. The Assistant Director of EO/AA will request an analysis of these efforts from OEI and HR at least once a year.
- Internal Auditing
  - Internal auditing of the hiring process for faculty and staff will continue, with a special focus on EEO category 1.
  - Applicant flow and hiring trends from a diversity perspective will be reviewed and shared with management.
  - Also, a compensation analysis will be shared with selected senior leaders (the President, the Provost and Executive Vice President for Business and Administration) during this AAP year.

The Affirmative Action Plan Summary report was prepared by Chaneta Forts, Assistant Director, Equal Opportunity/Affirmative Action Data Analyst, in collaboration with Lynell Cadray, Vice Provost and Maurice Middleton, Sr. Director. Email [chaneta.forts@emory.edu](mailto:chaneta.forts@emory.edu) if you have questions.