



EMORY
UNIVERSITY

Affirmative Action Plan: Executive Summary
For
Women and Minorities

Plan Year: November 1, 2015 - October 31, 2016

Prepared by: The Office of Equity and Inclusion

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EXECUTIVE SUMMARY

PURPOSE

Emory University's Affirmative Action Plan (AAP) is a compliance document fulfilling part of our responsibility as a federal government contractor with the Office of Federal Contract Compliance Programs (OFCCP). The AAP functions as a systematic approach toward the achievement of Emory's affirmative action goals, and Emory's commitment to nondiscrimination, diversity and inclusion. The goals function as flexible targets for achieving equity in the hiring and promotion of a diverse workforce, paying particular attention to race and sex. The AAP serves as a standard by which we measure our effectiveness and a management tool by which we examine our practices and procedures in ways that sustain and improve Emory's vision of an inclusive workforce and campus.

DESCRIPTION OF AAP

The AAP includes certain elements that require annual updates to incorporate current data. A few reports are listed below:

- The workforce analysis is a tabulation of Emory's workforce by race and sex within job group categories (type of work) and organizational units.
- The utilization analysis compares Emory's current workforce with general workforce availability estimates in the relevant labor markets to determine whether women and minorities are underutilized within Emory's workforce.
- The placement goal report identifies the underutilization of women or minorities in specific job groups. A placement goal is set to move towards adequate representation.
- The AAP also includes hiring procedures pertinent to supervisors and hiring officials, policies outlining Emory's commitment to nondiscrimination on the basis of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran status.

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.

Please Note: Emory University's AAP includes regular full time and part time faculty and staff. Full time employees work 36 hours or more, and anything less is part-time. House staff, post-docs, interns, student and temporary employees are excluded from these analyses. Faculty information is obtained from the office of Human Resources and reflects a November 1, 2015 snapshot. Staff data are derived from the payroll system and reflects a November 1, 2015 snapshot.

EMORY'S EQUAL OPPORTUNITY POLICY 1.31

Emory University is dedicated to providing equal opportunities to all individuals regardless of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Emory University does not discriminate in admissions, educational programs, or employment on the basis of any factor stated above or prohibited under applicable law. Students, faculty, and staff are assured of participation in University programs and in the use of facilities without such discrimination. Emory University complies with all applicable equal employment opportunity laws and regulations, and follows the principles outlined above in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.

EMORY UNIVERSITY NONDISCRIMINATION STATEMENT

Emory University is an inquiry-driven, ethically engaged, and diverse community dedicated to the ideals of free academic discourse in teaching, scholarship, and community service. Emory University abides by the values of academic freedom and is built on the assumption that contention among different views is positive and necessary for the expansion of knowledge, both for the University itself and as a training ground for society at large. Emory is committed to the widest possible scope for the free circulation of ideas.

The University is committed to maintaining an environment that is free of unlawful harassment and discrimination. Pursuant to the University's commitment to a fair and open campus environment and in accordance with federal law, Emory cannot and will not tolerate discrimination against or harassment of any individual or group based upon race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, veteran's status, or any factor that is a prohibited consideration under applicable law. Emory University welcomes and promotes an open and genuinely diverse environment.

Applicability

This Policy shall apply to persons who are employees and students of Emory University, vendors, contractors, guests, patrons, and other third parties participating in any Emory-sponsored event or program, whether on or off campus, and to such persons in other situations in which the respondent is acting as a member of the Emory community.

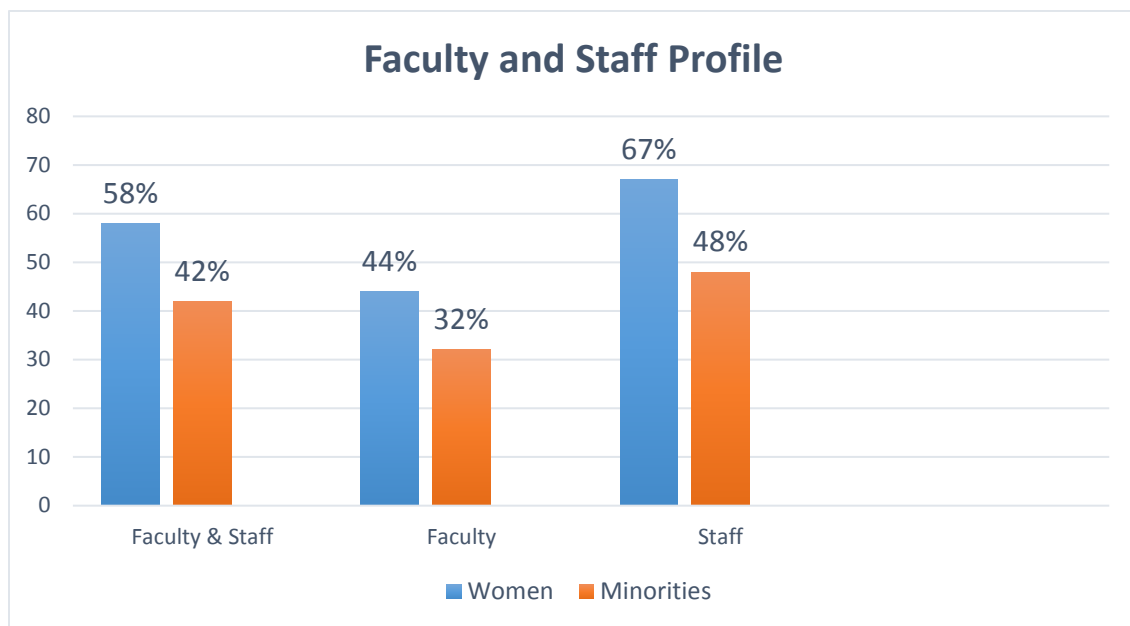
FACULTY AND STAFF PROFILE OVERVIEW

Emory University's AAP includes demographic profile and utilization analyses for regular full and part time faculty and staff. Faculty includes persons in tenure, tenure-track, and non tenure-track positions who hold a definite instructional component to their appointment and hold appointments in units offering degree credit.

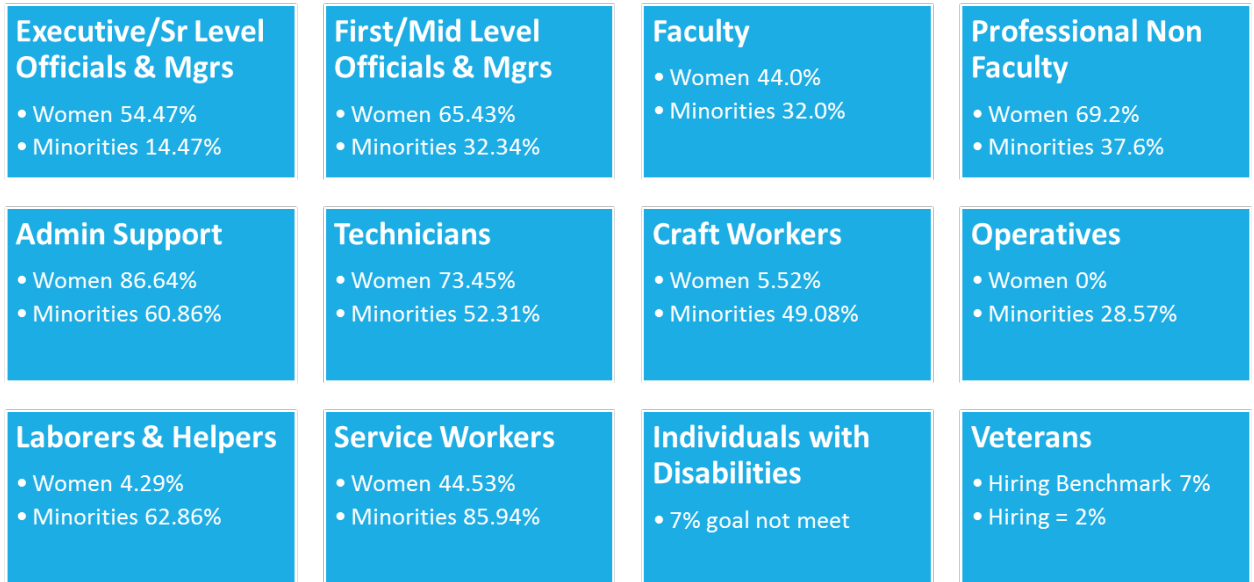
For the 2015 AAP, we reported a total of 10,052 employees (faculty (3,638) and staff (6,414)). The percentages for minorities and women are as follows:

- Faculty and Staff Minorities make up 42% of total faculty and staff. (This percentage shows no change from last year.)
- Faculty and Staff Women make up 58% of total faculty and staff. (This percentage shows no change from last year.)
- Women Faculty make up 44% of total faculty. (This percentage shows a 1% increase from last year.)
- Minority Faculty make up 32% of total faculty. (This percentage shows no change from last year.)
- Women Staff make up 67% of total staff. (This percentage shows a 1% increase from last year.)
- Minority Staff make up 48% of total staff. (This percentage shows a 1% increase from last year.)

Figure 1: Faculty and Staff Profile represents women and minorities for faculty and staff for the current AAP.



WOMEN AND MINORITY PERCENTAGES BY EEO CATEGORIES



EEO 1.1: Executive/Senior Level Officials and Managers

Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of organization for the development and delivery of products or services, within the parameters approved by the board of directors or other governing bodies. Residing at the highest levels of organization, these executives plan, direct, or coordinate activities with the support of subordinate executives and staff managers. They include those individuals whose responsibilities require frequent interaction with the CEO/President. Examples: President, Vice President, Chief Officers.

EEO 1.2: First/Mid-Level Officials and Managers

Individuals who serve as managers, including those who oversee and direct the delivery of products, services or function at group, regional, or divisional levels of the organization. These managers receive directions from the Executive/Senior Level Directors and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within parameters set by the Executive/Senior Level Directors. The First/Mid-Level Managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of organizations, conveying the directions of higher level managers to subordinate personnel and in some cases, directly supervising the activities of exempt and non-exempt personnel and production managers. Examples: Directors, HR and Operations managers.

EEO 2.0: Professional/Faculty

Faculty includes all 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 one of these academic ranks. Report in this category Deans, Directors, or the equivalents, as well as Associate Deans, Assistant Deans, and executive officers of academic

departments (chairpersons, heads, or the equivalent) if their principal activity is instructional. Faculties serving as administrators are included in EEO 1.1. Do not include student-teaching or research assistants.

EEO 2.5: Professional/Non-Faculty

Most jobs in EEO 2.5 require bachelor and graduate degrees, and/or professional certificates. In some instances, comparable experience may establish a person's qualifications. Examples: Auditors, Accountants, Engineers, Lawyers, Scientists, Registered Nurses, and Librarians.

EEO 3.0: Technicians

Jobs in this category include activities that require applied scientific skills, usually obtained by post-secondary education of varying lengths, depending on the particular occupation, recognizing that in some instances additional training, certification, or comparable experience is required. Examples: Medical Technicians, Chemical, Laboratory Technicians, Drafters and Surveyors.

EEO 5.0: Administrative Support Workers

These jobs involve non-managerial tasks providing administrative and support assistance, primarily in office settings. Examples: Office Clerks, Book keeping and Accounting Clerks, Data Entry Clerks.

EEO 6.0: Craft Workers (formerly Skilled)

Most jobs in this category include higher skilled occupations in construction and occupations related to installation, maintenance and part replacement of equipment, machines, and tools. This category also includes some production occupations that are distinguished by the high degree of skill required to perform them. Examples: Carpenters, Electricians, Painters, and Plumbers.

EEO 7.0: Operatives (formerly Semi-skilled)

Most jobs in this category include intermediate skilled occupations and include workers who operate machines or factory-related processing equipment. Most of these jobs do not require more than several months of on the job training. This category also includes occupations that are concerned with operating and controlling equipment to facilitate the movement of people or materials. Examples: Electrical and electronic equipment assemblers, Forklift Operator, Bus Driver.

EEO 8.0: Laborers and Helpers (formerly Unskilled)

Jobs in this category include workers with more limited skills who require only brief training to perform tasks that require little or no independent judgment. Example: Groundskeepers

EEO 9.0: Service Workers

Jobs in this category include food service, cleaning service, personal service, and protective service activities. Skill may be acquired through formal training, job-related training, or direct experience. Example: Cleaners and Janitors, Cooks and other food workers, Private Detectives and Investigators.

FACULTY PROFILE

As of November 1, 2015, we reported 3,638 regular rank faculty from all schools.

- Women make up 44% of total faculty. (This percentage shows a 1% increase from last year.)
- Minorities make up 32% of total faculty. (This percentage shows no change from last year.)

Table 1 describes the demographic profile of regular rank faculty by tenure status noting the percentage of faculty in each group by sex and racial categories.

As noted below, among 851 tenured faculty, there are 29% women and 19% minority faculty. The representation among tenure-track and non-tenure track positions for women is significantly higher than in tenured positions. Asian faculty are the largest minority group and make up 21% of total minorities, followed by Black faculty (7%) and Hispanic faculty (4%).

Table 1. Regular Rank Faculty by Tenure Status (All Schools)

Tenure Status	Total	Women	All Minorities	URM	Ethnicity/Race			
					Hispanic	Asian	Black	Other
Tenured	851	29%	19%	7%	2%	12%	5%	<1%
Tenure-Track	251	45%	34%	9%	4%	25%	4%	<1%
Non-Tenure Track	2,536	49%	37%	13%	4%	24%	9%	<1%
Total Faculty	3,638	44%	32%	11%	4%	21%	7%	<1%

- The “Women” category includes women of all races.
- The “All Minorities” category includes all Hispanics, Asians, Blacks, American Indian, Native Hawaiian/Pacific Islander and Two or More races faculty.
- URM stands for underrepresented minorities, and consists of all minorities excluding Asians.
- The “Other” category is a combination of American Indian, Native Hawaiian/Pacific Islander and Two or More races faculty. There are a total of 30 faculty in the “Other” category.

As we continue to strive for progress, Emory’s concerted effort to enhance diversity and to recruit and retain women and minority faculty has resulted in modest gains for both groups. As noted in Figure 2, the growth among women and minority faculty, except for Hispanic faculty, has been proportionately higher than the increase among total faculty over the past five years.

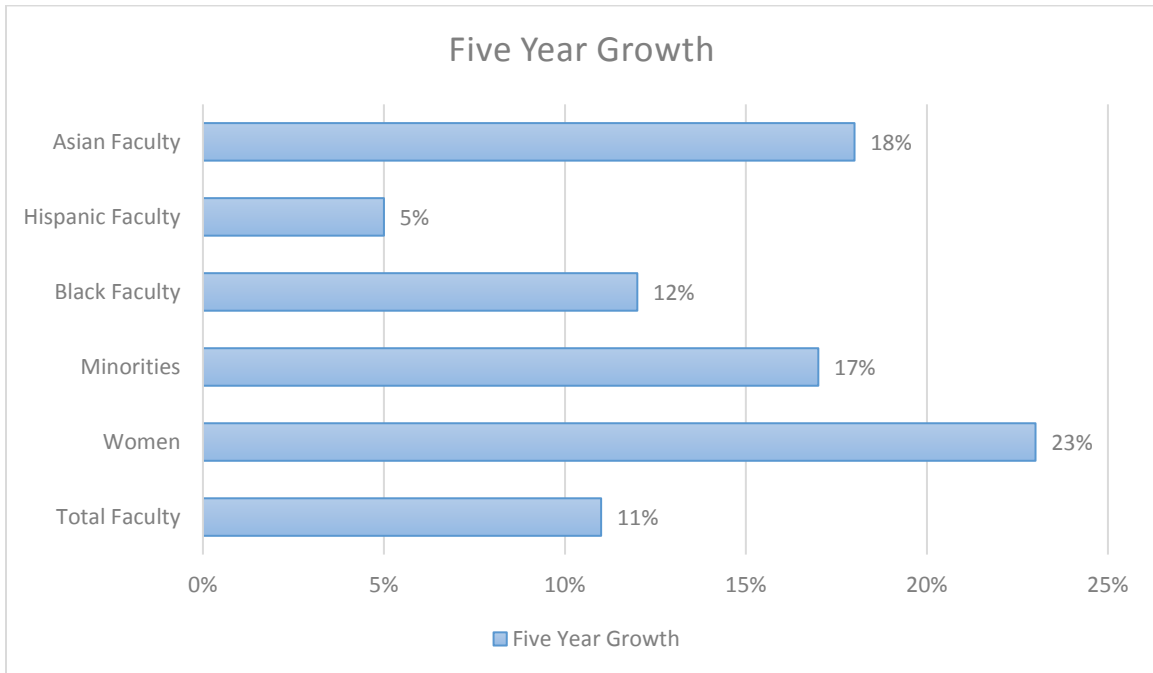


Figure 2. Faculty Growth Patterns for 2011-2015

The growth among faculty resulted in gains for women and minorities over the past five AAPs. We have made progress in achieving placement goals in some schools, however, underutilization for women and minorities still persist in many job groups and departments. The list of underutilized schools and job groups can be found in the AAP. Limited hiring opportunities and increasing availability of qualified women and minority faculty has possibly, in part, contributed to the underrepresentation of minorities or women.

STAFF PROFILE

Table 2 presents the demographic representation of staff within occupational categories noting the percent of staff by sex and race groups in each category.

The “Women” category includes women of all races. The “All Minorities” category includes Hispanics, Asians, Blacks, American Indian, Native Hawaiian/Pacific Islander and Two or More races. American Indian, Native Hawaiian/Pacific Islander and Two or More races are combined in the “Other” category. There are 75 staff in the “Other” category.

The data are obtained from the University’s payroll system and reflect a November 1, 2015 snapshot. *Please note: Full time employees work 36 hours or more, and anything less is part-time. House staff, intern, student and temporary employees are excluded from these analyses.*

Table 2. Representation of Women and Minorities for Staff by Occupational Category

Occupational Category	Total Staff	Women All Races	All Minorities	Ethnicity/Race				
				Hispanic	Asian	Black	Other	White
Executive/Senior Level Officials	261	130/50%	35/13%	2/<1%	10/4%	21/8%	2/<1%	226/87%
First/Mid-Level Officials	500	333/67%	172/34%	8/2%	42/8%	118/24%	4/1%	328/66%
Professional Non-Faculty	2,705	1873/69%	1016/37%	62/2%	199/7%	710/26%	45/2%	1689/62%
Technicians	1,152	848/74%	603/52%	39/3%	233/20%	315/27%	16/1%	549/48%
Support Workers	914	914/86%	566/62%	20/2%	26/3%	501/55%	19/2%	348/38%
Craft Workers	163	9/6%	80/49%	11/7%	4/3%	64/39%	1/<1%	83/51%
Operatives	7	0/0%	2/29%	0/0%	0/0%	2/29%	0/0%	5/71%
Laborers and Helpers	70	3/4%	44/63%	11/16%	1/1%	32/46%	0/0%	26/37%
Service Workers	642	285/44%	551/86%	7/1%	8/1%	527/82%	9/1%	91/14%
Totals	6,414	4,269/67%	3,069/48%					

For the 2015 AAP, we reported a total of 6,414 staff at Emory University.

- Women make up 67% of total staff. (This percentage shows a 1% increase from last year.)
- Minorities make up 48% of total staff. (This percentage shows a 1% increase from last year.)

Based on the current availability estimates, women are well represented in most occupational categories, except Craft Workers, Operatives, and Laborers and Helpers. Minorities are well represented in most occupational categories, except Executive/Senior and First/Mid-Level managers.

QUANTITATIVE ANALYSES AND QUALITATIVE COMPONENTS

REPORT	REGULATORY SOURCE
Workforce analysis	41 C.F.R. 60-2.11
Job group analysis	41 C.F.R. 60-2.12
Placement of Incumbents in Job Groups	41 C.F.R. 60-2.13
Determining availability	41 C.F.R. 60-2.14
Comparing incumbency to availability	41 C.F.R. 60-2.15
Placement goals	41 C.F.R. 60-2.16
Responsibility for implementation	41 C.F.R. 60-2.17 (A)
Identification of problem areas	41 C.F.R. 60-2.17 (B)
Action-oriented programs	41 C.F.R. 60-2.11 (C)
Internal audit and reporting system	41 C.F.R. 60-2.11 (D)

Workforce Analysis

As one of the diagnostic components of Emory University's AAP, and to conform to applicable regulations, the University has completed a profile of the workforce. The analysis identifies the departments at the establishment and for each department lists all job titles from lowest to highest paid. For each job title, we provide the following data: the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.

Job Group Analysis

As the second diagnostic component of our AAP we have conducted a job group analysis. 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. In designing our job groups we considered similarities of duties and opportunities. Although not a determinative factor in designing job groups, we also attempted to create job groups large enough to conduct appropriate analysis. The job group analysis identify the job groups created for this AAP, the job titles that comprise each job group, and the percentage of minority incumbents and the percentage of female incumbents in each job group.

Faculty are grouped by School and within each School, are further grouped by department and by track (tenure, tenure track, and non tenure track).

Staff are grouped by EEO categories and within those categories, the job groups are organized by job title/codes.

Placement of Incumbents in Job Groups

In accordance with 41 C.F.R. 60-2.13, Emory University has separately stated the percentage of women and the percentage of minorities it employs in each of its job groups.

Determining Availability

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the University's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable, and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women.

Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For our staff we used the 2006-2010 Census EEO Tabulation and 2010 Occupation Codes published by the U.S. Census Bureau. For faculty, except for Oxford College, we used the Fall 2012, Fall 2013 and Fall 2014 faculty profile data from The Association of American Universities Data Exchange (AAUDE). For Oxford faculty, we used Fall 2013 and Fall 2014 Integrated Postsecondary Education Data System (IPEDS) Human Resources survey; data from most recent submission is used for each institution.

Comparing Incumbency vs Estimated Availability

Emory University has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the University determined whether the difference was greater than could reasonably be expected.

Placement Goals

As required by applicable regulations, Emory University has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability. In making this determination, Emory used the 80% rule. Under this rule, when the actual representation rate in a job group is less than 80% of the availability rate, a placement goal is set.

In establishing placement goals, we applied the following principles:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected, given their availability percentage in that job group, the University established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or other characteristic protected by law.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the University will develop action oriented steps to increase the recruitment and training of minorities or women, or both.

Responsibility for Implementation

Lynell Cadray, Associate 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. As Affirmative Action Officer, Maurice Middleton has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Associate Vice Provost actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance.

With regard to the AAP, Lynell Cadray works closely with Maurice Middleton to implement the programs which are specific to the University. Maurice Middleton, together with the Equity and Inclusion staff, and the Human Resources staff, has primary responsibility for implementing programs at the University.

Identification of Problem Areas

We have conducted analyses of our total employment process, including evaluating the workforce by organizational unit and job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

Action-Oriented Programs

The University has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The University has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.

Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of sex, gender, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law. Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The University has carefully evaluated the total selection process and found it to be free from discrimination.

- We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
- Any tests administered by the University are job related and given to all applicants for applicable positions.
- Application forms do not contain questions with potential discriminatory effects.
- The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.

The University has evaluated its techniques for improving recruitment and increasing the flow

of qualified minority or female applicants through the following:

- Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
- The University relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.
- The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, University rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
- Local organizations will be contacted for referrals of potential minority and female employees.
- The University utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.
- Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
 - Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
 - We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from November 01, 2014 to October 31, 2015, targeted recruitment activities were conducted.

The University has implemented the following programs and procedures to guarantee minority and female employees are given equal opportunities for promotion:

- On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.

- The University utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
- Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- Seniority practices are not a problem since the University has no formal seniority system. Promotions are based on merit selection principles.
- We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- Special internal training programs are provided as necessary to ensure the achievement of our placement goals. Programs are offered to eligible employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.
- We will continue to participate in targeted external training programs.

Internal Audit and Reporting System

It is the responsibility of the University's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Affirmative Action Policy, and to measure the effectiveness of Emory University's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether protected individuals have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational, and social activities
- Measure the University's compliance with the AAP's specific obligations
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

Conclusion

The AAP year, November 1, 2015 through October 31, 2016, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success. Through its Affirmative Action Officer, Maurice Middleton, the University will continue to communicate its policies, both within the organization and to the community in which it works. The Associate Vice Provost affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan. The University is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

The affirmative action plans are available for review by appointment.

Please contact Chaneta Forts, Assistant Director, Equal Opportunity/Affirmative Action Data Analyst. (404) 727-9394 or chaneta.forts@emory.edu

Emory University is an equal opportunity/equal access/affirmative [action employer](#) fully committed to achieving a diverse workforce and complies with all applicable Federal and Georgia State laws, regulations, and executive orders regarding non-discrimination and affirmative action in its programs and activities. Emory University does not discriminate on the basis of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran's status. Inquiries should be directed to the Office of Equity and Inclusion, 201 Dowman Drive, Administration Bldg., Atlanta, GA 30322. Telephone 404/727-9867 (V) 404/712-2049 (TDD).