

WAYNE STATE UNIVERSITY



2016

AFFIRMATIVE ACTION STATUS REPORT

Presented to the

**Wayne State University
Board of Governors**

Louis Lessem, Vice President and General Counsel
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MEMORANDUM

TO: Members of the Wayne State University Community

FROM: M. Roy Wilson, President

SUBJECT: 2016 Affirmative Action Status Report to the Board of Governors

DATE: June 23, 2017

Wayne State University has a strong tradition of support for the principles of equal opportunity, non-discrimination and affirmative action. As a university of opportunity, we pride ourselves on providing educational opportunities for a diverse student body that varies widely in terms of age, race, ethnicity and economic status.

Diversity among our faculty, students and staff is a major source of our intellectual vitality and innovative spirit. We believe that a broad spectrum of informed perspectives enhances the educational and work experience on campus, and prepares our graduates to succeed in an increasingly interdependent and multicultural world.

Wayne State University strives to be a place where people from varied walks of life can reach their full potential. Our commitment to the core values of diversity and inclusion are essential to the fulfillment of our mission as a model urban research institution.

The report that follows presents the status of our affirmative action efforts for 2016, summarizing our achievements and providing direction for our future.

EXECUTIVE SUMMARY

The Affirmative Action Status Report (AASR) serves as the principal report on the state of equal opportunity and equity at Wayne State University. The AASR provides the collection of data regarding employment of academic and non-academic staff, discrimination and harassment complaint processing, and the University's efforts at supplier diversity. This summary is based on the data presented in this report.

EMPLOYMENT

Overall, minorities comprise 41% of Wayne's workforce and are represented in 90% of Wayne State University's 254 departments and in 99% of the departments that employ 10 or more people. Women represent 53% of Wayne's full-time workforce, and are represented in 94% of all departments and 99% of all departments that employ 10 or more people. Minorities make up 31.3% of tenured and tenure-track faculty at Wayne and women comprise 33.7% of faculty in this classification. Among non-academic staff, just under 46% are minorities and 59.5% are women.

COMPLAINTS

The Office of Equal Opportunity is responsible for investigating complaints that arise under the University's internal policies prohibiting discrimination and sexual harassment. The OEO also serves as the point of contact for complaints that are filed with external agencies, such as the Equal Employment Opportunity Commission and the Michigan Department of Civil Rights. Whether arising from an internal claim or an external agency, these complaints are classified as *formal complaints*. During 2016, there were 19 formal complaints. The most frequent subject areas involved claims of discrimination or harassment on the basis of race, disability or age.

SUPPLIER DIVERSITY

Minority and women-owned businesses participate in various contracting opportunities through the Supplier Diversity Program.

Overall supplier/vendor expenditures for 2016 decreased by 8.3% compared to 2015 expenditures, while awards to minority and women-owned businesses also increased by 48%.

In 2016, Purchase Orders issued to minority and women-owned businesses represented 12.2% of total supplier/vendor Purchase Order expenditures, up from 9.7% in 2015. Minority-owned business Purchase Orders in 2016 were 8.36% of overall 2016 expenditures (up from 3.99% in 2015) and women-owned business Purchase Orders in 2016 were 3.8% of overall expenditures (up from 3.6% in 2015).

INTRODUCTION

Wayne State University is a national leader in providing equity, access, and employment opportunities to women and minorities. This report highlights the efforts of our schools, colleges and divisions in providing equal opportunity in employment and in enhancing diversity throughout Wayne State University. Despite economic conditions, we have achieved many successes.

Wayne State University has the most diverse employment of any public university in the State of Michigan. Our continued commitment to diversity is a significant strength in the educational experience we provide to our students. This report presents a comprehensive, cross-divisional view of Wayne State University's performance in this important area.

REPORTING REQUIREMENTS

This report is prepared pursuant to Board of Governors statute (WSUCA) 2.28.01.070 - 120, which requires that annually, a report be made to the Board on Wayne State University's affirmative action efforts. In many respects, the report is derived from data compiled pursuant to federal reporting requirements. The Office of Federal Contract Compliance Programs ("OFCCP") in the U.S. Department of Labor, which regulates federal grant expenditures, requires that federal contractors with 50 or more employees who receive \$50,000 or more in federal funds have an Affirmative Action Plan ("AAP") and prepare an annual report to the contractor's governing board and executives.

This report includes information from four major areas of University activity, with national and/or regional comparisons where available. These areas are (I) overall University employment, including detailed information on full-time academic and non-academic staff and supplemental information on part-time and temporary employees, and also including a comparison of Wayne and other universities in the state and around the country; (II) internal and external discrimination and harassment complaints; (III) the Wayne State University Supplier Diversity Program; and (IV) highlights of campus affirmative action and equal opportunity activities.

This report was compiled by the Office of Equal Opportunity ("OEO") with input from and the collaborative efforts of many units, including the Office of the General Counsel, Office of the Provost, the Office of Budget, Planning and Analysis, and the Division of Finance and Business Operations.

Information regarding staffing levels and discrimination complaint data contained in this report are based on personnel actions reported as of January 1, 2016 to December 31, 2016.¹ Data related to supplier diversity and external financial management is reported on a fiscal year basis beginning on October 1, 2015 and ending September 30, 2016. The report includes additional headcount data tables for the previous twelve month period at Appendix VII. Graphs of five-year comparisons on staffing levels have been provided in Appendix VIII.

Finally, the report also includes charts that represent the status of our efforts in our schools, colleges, and divisions. The first is a breakdown of Minority and Women Faculty by

¹ This report is based on University data captured as of November 22, 2016. There may be modest changes to data included in this report due to additional data collected between November 22, 2016 and December 31, 2016. In addition, employee data is classified by EEO Job Categories and data taken from the Integrated Postsecondary Education Data System (IPEDS), which uses the Standard Occupational Classification (SOC) system to classify job categories. Each employee classification system is defined in Appendix I and II, respectively.

School/College/Division in Section IB at Tables 8 and 9, respectively. The second is a breakdown by School/College/Division of formal complaints filed in the past three years (Section IIB, Table 29).

I. UNIVERSITY EMPLOYMENT

Wayne State University is a major hiring force in southeastern Michigan. As of November 22, 2016, Wayne employed 7,596 persons, both full and part-time, including temporary employees. While the report's focus is on full-time employees in permanent positions with the University, the report includes a snapshot of temporary employees as well.

Wayne employed 4,940 persons in full-time positions. Wayne recruits approximately 66% of its workforce from a four-county statistical area consisting of Macomb, Oakland, Washtenaw and Wayne counties.

Wayne recruits its faculty from a national labor pool that is specific to individuals who hold doctoral and specialty degrees (Ph.D., M.F.A, etc.). Executive and some management-category positions also are recruited from a national labor employment pool. For the most part, other staff is recruited from a local labor pool.

Wayne has a large number of student employees. Wayne employs undergraduate students as student assistants through college work-study and other programs. Graduate students frequently are employed as graduate assistants and sometimes as part-time faculty. In addition, temporary employees are employed at Wayne throughout the year. The majority of these employees work in professional or research classifications.

Minorities and women are represented throughout all levels of the workforce at Wayne. 26% of executive and managerial positions are occupied by minorities; women are represented in 51% of these positions. In addition, minorities hold slightly over 42% of those professional jobs that require a college degree and close to 63% of these positions are held by women.

Among full-time employees, just over 53% of Wayne's employees are female, compared to the regional average of 49.7%. Of full-time Wayne employees, 23% are Black, compared to 20.4% regional availability; 14.5% are Asian, which is over four times the regional availability of 3.3%. Wayne has been less successful in recruiting Hispanic and American Indian/Alaskan Native employees, and lags behind regional availability with regard to both of these groups.

Minority Representation Compared to Regional Availability²

As of 12/31/2016 (Table 1)

Race/Ethnicity/Gender	2016 Full-time Employee Headcount	Percent of WSU Workforce	Regional Availability	Variance
Black	1,138	23.0%	20.4%	2.6%
Asian	715	14.5%	3.3%	11.2%
Hispanic or Latino	127	2.6%	4.7%	-2.1%
White, Non-Hispanic	2,861	57.9%	71.0%	-13%
Native Hawaiian/ Pacific Islander	6	0.1%	0.1%	0.00%
American Indian/Alaskan Native	11	0.2%	0.5%	-0.3%
Two or more Races	45	0.9%	1.4%	-0.5%
Not Identified	37	0.7%	N/A	N/A
Women	2,643	53.5%	49.7%	3.8%

The classifications utilized in this report are drawn from federally-established terminology utilized for EEO reporting purposes. (For purposes of this report the term “minority” includes Blacks, Asians, Hispanics, American Indians/Alaskan Natives, Native Hawaiians/Other Pacific Islanders and employees with 2 or more races). Overall, minorities comprise just over 41% of Wayne’s workforce and are represented in 90 percent of Wayne State University’s 254 departments and in 99% of the departments that employ 10 or more people. Women represent 53.5% of Wayne’s full-time workforce, and are represented in 94% of all departments, and 99% of all departments that employ 10 or more people. These results reflect the diversity that Wayne State University has been able to achieve in its workforce.

A. FULL-TIME ACADEMIC AND NON-ACADEMIC EMPLOYMENT

In 2016, Wayne State University employed 4,940 individuals in full-time, academic (1,668) and non-academic (3,272) positions. Of these 4,940 full-time employees, 2,643 were women and 2,042 were minorities.

2016 Full-time Women and Minority Employment

As of 12/31/2016 (Table 2)

Year	Women	Percent of Total Headcount	Minority	Percent of total Headcount
2016	2,643	53.5%	2,042	41.3%
2015	2,610	53.0%	2,055	41.7%
2014	2,586	51.9%	2,056	41.2%
2013	2,585	51.5%	2,040	40.6%
2012	2,665	52.2%	2,101	41.2%

² Source for “regional availability”: U.S. Department of Commerce Economics and Statistics Administration 2015, Quarter 2 data, which is the most recent data available. U.S. Census Bureau, *Census.gov*. Southeast Michigan is defined as a four-county regional statistical area (Macomb, Oakland, Washtenaw and Wayne Counties). “Minority” and “Women” are distinct classifications. “Women” includes both minority and non-minority women.

Most full-time employees are employed as “Faculty” (1,668 employees) or “Other Professionals” (2,198 employees).

2016 Total Full-time Academic and Non Academic Employee Headcount

As of 12/31/2016 (Table 3)

Category	2016 Total	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities	Unknown	Women
Faculty	1,668	122 7.3%	367 22.0%	38 2.3%	2 0.1%	3 0.2%	6 0.4%	538 32%	16 1.0%	695 42%
Exec/Admin/ Managerial	306	55 18.0%	13 4.2%	8 2.6%	2 0.7%	1 0.3%	1 0.3%	80 26.1%	0	156 51%
Other Professionals	2,198	497 22.6%	329 15.0%	65 3.0%	7 0.3%	2 0.1%	30 1.4%	930 42.3%	20 0.9%	1,377 63%
Technical/ Paraprofessional	78	17 21.8%	1 1.3%	4 5.1%	0	0	1 1.3%	23 29.5%	0	35 45%
Clerical/ Secretarial	320	213 66.6%	3 0.9%	5 2%	0	0	5 1.6%	226 70.6%	0	277 87%
Skilled Crafts	101	32 31.7%	2 2.0%	1 1.0%	0	0	0	35 34.7%	1 1.0%	6 6%
Service/ Maintenance	269	202 75.1%	0	6 2.2%	0	0	2 0.7%	210 78.1%	0	97 36%
TOTALS	4,940	1,138 23.0%	715 14.5%	127 2.6%	11 0.2%	6 0.1%	45 0.9%	2,042 41.3%	37 0.7%	2,643 53.5%

More than three of four women employed at Wayne on a full-time basis are Faculty or Other Professionals.

2016 Total Full-Time Women Employee Headcount

As of 12/31/2016 (Table 4)

Category	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	White	Unknown	2016 Totals
Faculty	73 10.5%	112 16.1%	18 2.6%	1 0.1%	3 0.4%	5 0.7%	478 68.8%	5 0.7%	695 26.3%
Executive/ Admin and Managerial	37 23.7%	7 4.5%	3 1.9%	2 1.3%	0	0	107 68.6%	0	156 5.9%
Other Professionals	374 27.2%	161 11.7%	39 2.8%	5 0.4%	0	19 1.4%	768 55.8%	11 0.8%	1,377 52.1%
Technical and Paraprofessional	6 17.1%	1 2.9%	1 2.9%	0	0	1 2.9%	26 74.3%	0	35 1.3%
Clerical and Secretarial	190 68.6%	2 1%	3 1%	0	0	3 1%	79 28.5%	0 0.4%	277 10.5%
Skilled Crafts	4 67%	0	0	0	0	0	2 33%	0	6 0.2%
Service/ Maintenance	83 85.6%	0	1 1.0%	0	0	1 1.0%	12 12.4%	0	97 3.7%
Totals	767 29.0%	283 10.7%	65 2.5%	8 0.3%	3 0.1%	29 1.1%	1,472 55.7%	16 0.6%	2,643 100.0%

B. FACULTY EMPLOYMENT

Wayne State University continues to promote diversity within its faculty through an efficient and user-friendly hiring process that helps draw a broad group of qualified candidates. The University's Online Hiring System provides applicants with global access to employment opportunities 365 days of the year, 24 hours a day. As shown in Table 5 below, the recruitment of women and minority faculty at Wayne State University has been successful in producing diversity within the faculty, despite difficult economic pressures and a highly competitive environment.

The OEO is a resource for departments conducting academic searches. Academic departments complete hiring plans to assist in identifying staffing needs and the OEO publishes information to educate departments in the "Guide for Successful Searches." The OEO also provides resources for publicizing employment opportunities and training in the faculty hiring process to create more diverse pools of candidates for faculty positions.

a. Full-Time Faculty – Tenure/Tenure-Track and Non-Tenured

In 2016, Wayne employed 1,668 full-time faculty, consisting of 938 tenured or tenure-track faculty and 729 non-tenured faculty. 33.8% of tenure/tenure-track faculty (317) are women. Minorities hold 294, or 31.3%, of all tenure/tenure-track faculty positions.

Women held 378 or just over one-half of the non-tenured positions. Minorities filled 244 or just under one-third of the non-tenured faculty positions.

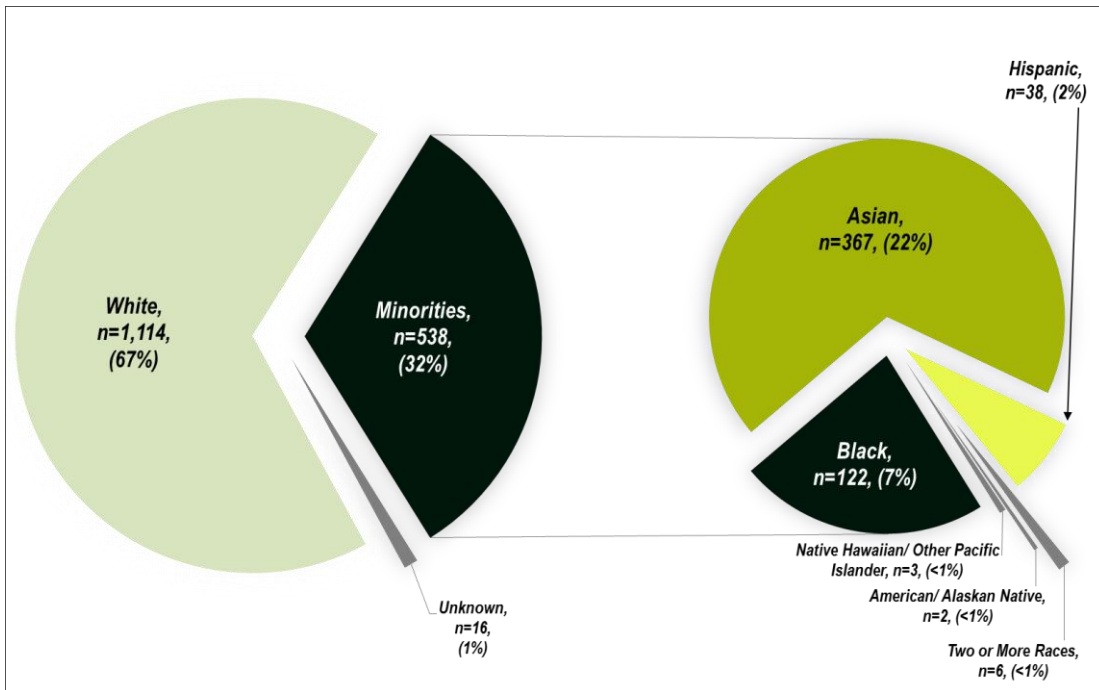
2016 Full-Time Faculty - Tenure and Non-Tenure System

As of 12/31/2016 (Table 5)

Minority Group/Gender	Tenure System		Non-tenure System		Totals	
	Number	Percent	Number	Percent	Number	Percent
Faculty Total: 2016	939	56.29%	729	43.7%	1,668	100%
Black	44	4.7%	78	10.7%	122	7.3%
Asian	221	23.5%	146	20.0%	367	22.0%
Hispanic	25	2.7%	13	1.8%	38	2.3%
American Indian/ Alaskan Native	1	0.1%	1	0.1%	2	0.1%
Native Hawaiian/Other Pacific Islander	0	0.0%	3	0.4%	3	0.2%
Two or More Races	3	0.4%	3	0.4%	6	0.4%
Total Minorities	294	31.3%	244	33.5%	538	32%
Unknown	6	0.6%	10	1.4%	16	1.0%
Women	317	33.8%	378	51.9%	695	41.7%

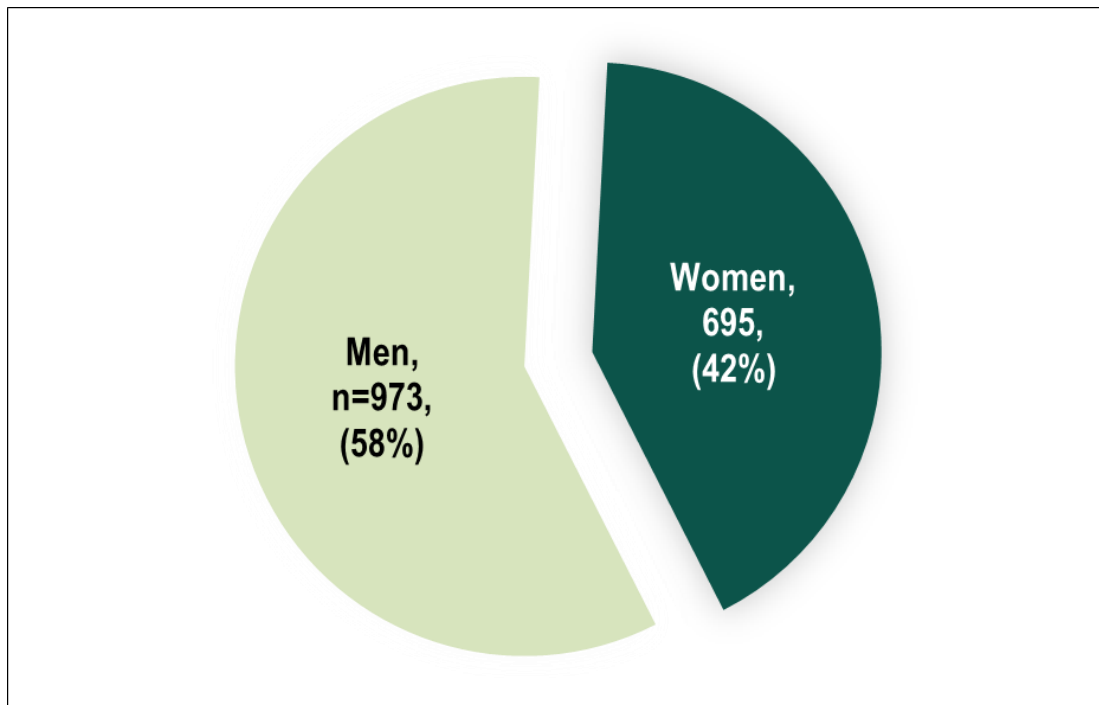
2016 Full-time Faculty – Minority Representation

Chart 1



2016 Full-Time Faculty – Gender Representation

Chart 2



b. Tenure-System Faculty by Rank³

The majority of women and minority faculty are concentrated in the ranks of associate professor and assistant professor. Essentially, the number of women and minority faculty has remained static over the past five years.

Full professors comprise 396 or 42.2% of tenure/tenure-track faculty; of these 396 full professors, 90 (22.7%) were women and 105 (26.5%) were minorities. Of the 347 associate professors employed in 2016, 130 (37.5%) were women and 115 (33.1%) were minorities. Of the 195 assistant professors employed in 2016, 96 (49.2%) were women and 74 (37.9%) were minorities. The University employed 1 tenure track female lecturer in 2016.

Wayne State University promoted 27 faculty from the rank of assistant professor to associate professor and 10 from associate professor to full professor, overall 8 fewer than the previous year. The number of women faculty who were promoted decreased by 4 in 2016, and the number of minority faculty who were promoted also decreased by 10.

2016 Tenure System Faculty by Rank⁴

As of 12/31/2016 (Table 6)

Academic Rank	2016 Faculty Total	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian/Other Pacific Islander	Two or More Races	Total Minorities	Unknown	Women
Professor	396 42.2%	12 3.0%	85 21.5%	8 2.0%	0	0	0	105 26.5%	0 0.0%	90 22.7%
Associate Professor	347 37.0%	26 7%	80 23.1%	9 2.6%	0	0	0	115 33.1%	2 0.6%	130 37.5%
Assistant Professor	195 20.8%	6 3.1%	56 29%	8 4.1%	1 0.5%	0	3 1.5%	74 37.9%	4 2.1%	96 49.2%
Lecturer	1 0.1%	0	0	0	0	0	0	0	0	1 100.0%
Totals	939	44 4.7%	221 23.5%	25 2.7%	1 0.1%	0 0.0%	3 0.3%	294 31.3%	6 0.6%	317 33.8%

2016 Full-Time Faculty Promotions - Tenure and Tenure Track System

As of 12/31/2016 (Table 7)

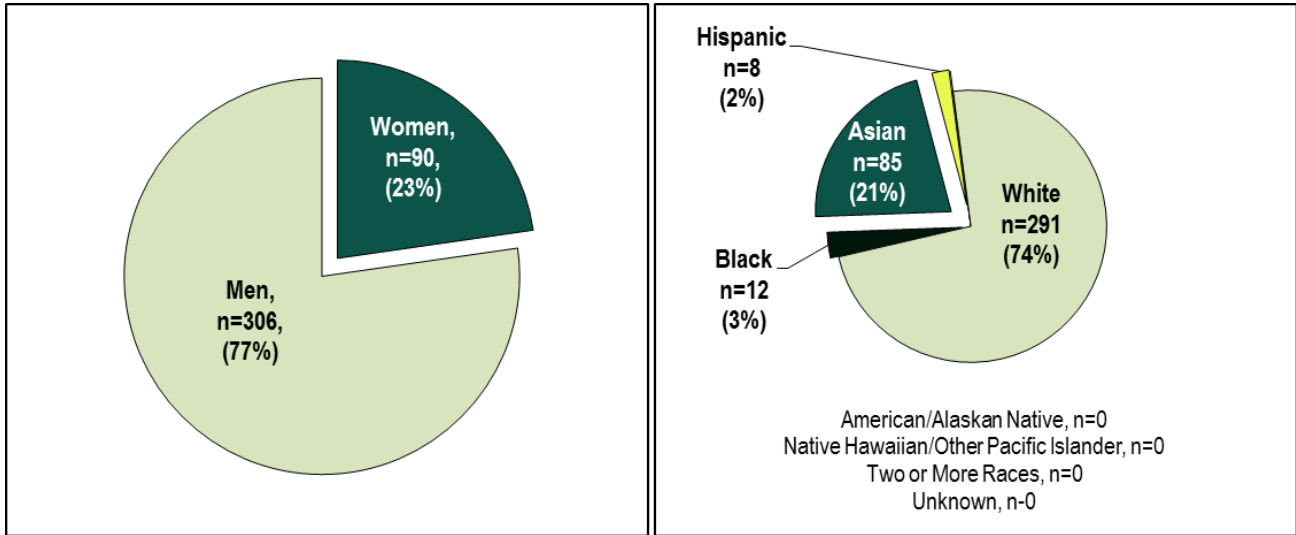
Academic Rank	2016 Faculty Promotions	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian/Other Pacific Islander	Two or More Races	Total Minority Faculty	Total Women Faculty
Professor	10	0 0.0%	4 40.0%	0 0.0%	0	0	0	4 40.0%	3 30.0%
Associate Professor	27	0 0%	7 26%	0 0.0%	0	0	0	7 26%	11 41%
Totals	37	0 0.0%	11 29.7%	0 0.0%	0	0	0	11 29.7%	14 37.8%

³ The number of faculty includes those department chairs whose primary responsibility is "Instructional" as defined by federal law (See EEO Categories at Appendix 1 of this report).

⁴ This total includes those department chairs whose primary responsibility is Instructional as defined by the federal definition (See EEO Categories at Appendix 1 of this report). Table 4 reflects net changes, and thus, does not correspond precisely to the preceding text.

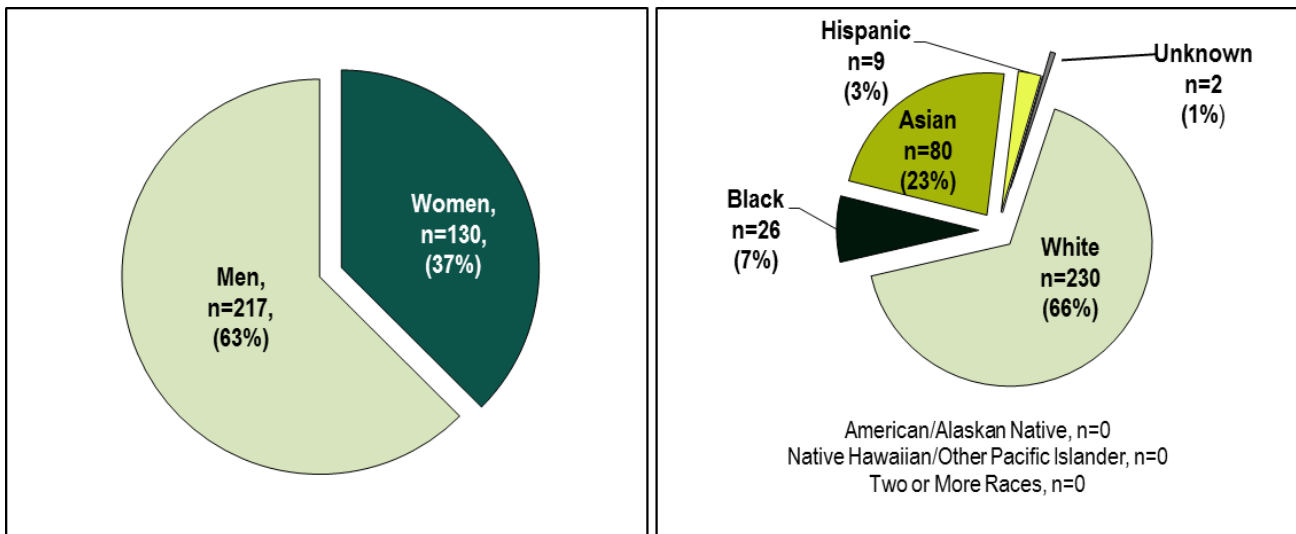
Full Professors - Women and Minority Representation

Charts 3 and 4



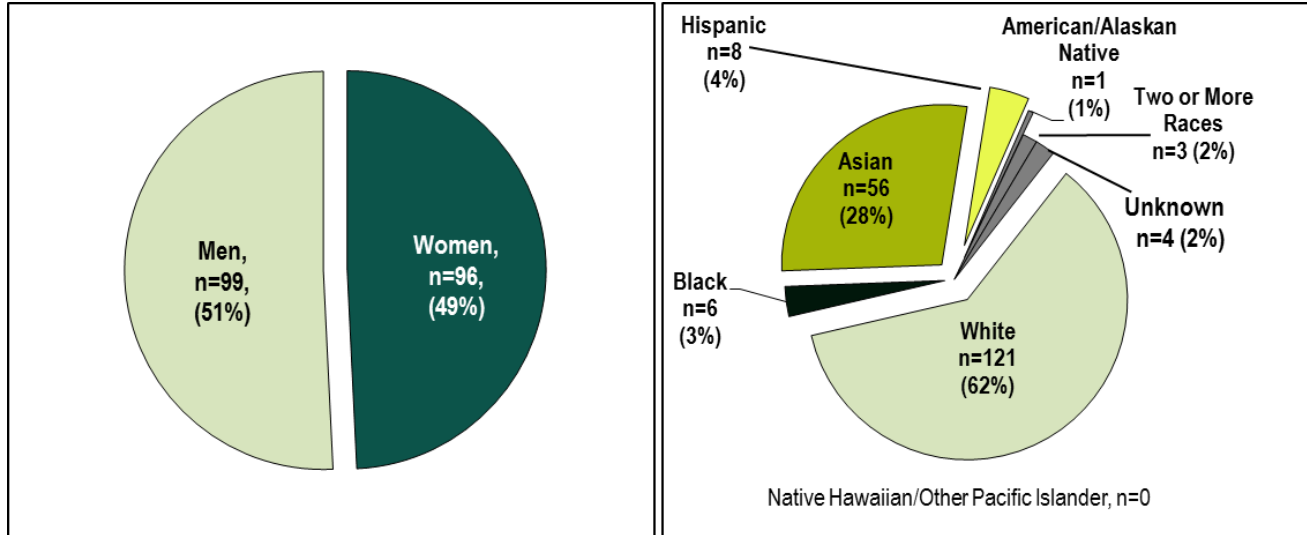
Associate Professors - Women and Minority Representation

Charts 5 and 6



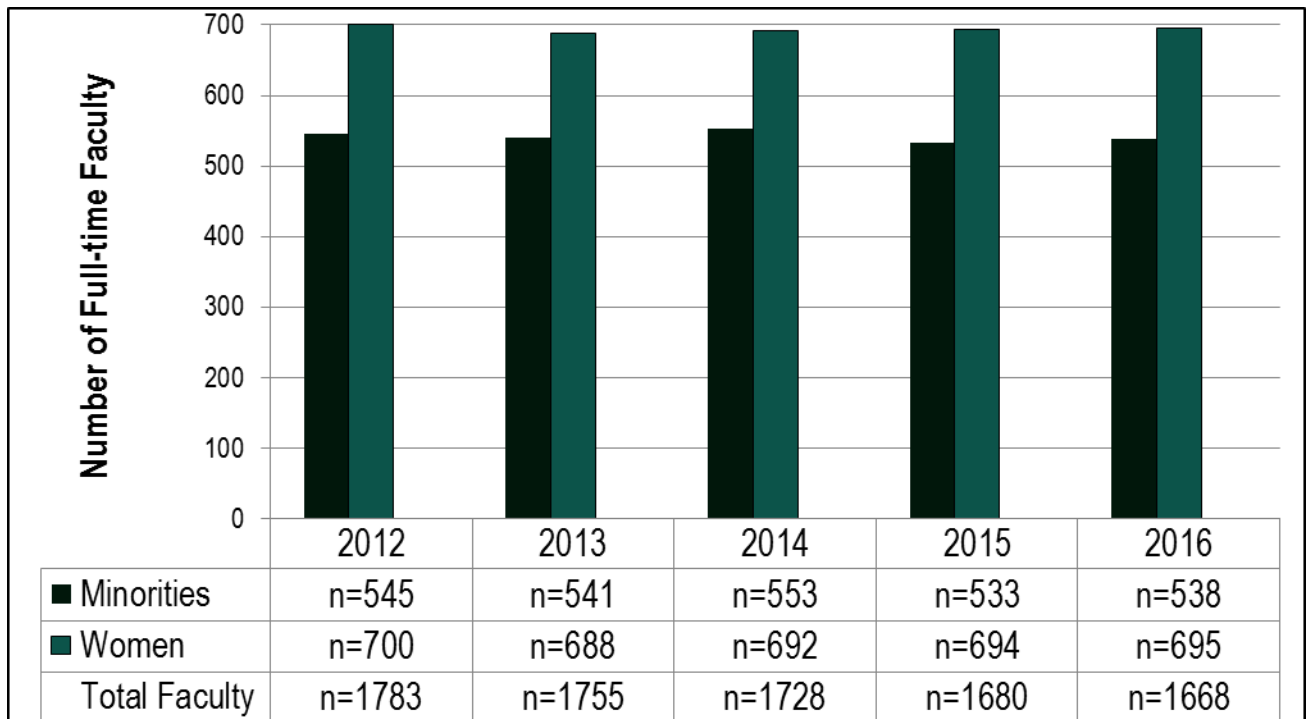
Assistant Professors - Women and Minority Representation

Charts 7 and 8



Full-Time Women and Minority Faculty Five Year Trend

Chart 9



Minority and female faculty are distributed throughout the schools, colleges, and divisions, with the majority being within the College of Liberal Arts and Science and the School of Medicine.

2016 Tenure/Tenure-Track Faculty by School/College/Division – Minorities

As of 12/31/2016 (Table 8)

School/ College/ Division	2016 Faculty	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities	Unknown	Women
School of Business Administration	38	5 13.2%	12 31.6%	1 2.6%	0	0	0	18 47.4%	0	6 15.8%
College of Education	48	3 6.3%	9 18.8%	3 6.3%	0	0	0	15 31.3%	0	30 62.5%
College of Engineering	104	5 4.8%	58 55.8%	0	1 1.0%	0	1 1.0%	65 62.5%	0	12 11.5%
College of Fine & Performing Arts	71	6 8.5%	6 8.5%	2 2.8%	0	0	0	14 19.7%	0	34 47.9%
Law School	32	2 6.3%	1 3.1%	0	0	0	1 3.1%	4 12.5%	0	11 34.4%
College of Liberal Arts & Science	306	14 4.6%	50 16.3%	11 3.6%	0	0	1 0.3%	76 24.8%	3 1.0%	111 36.3%
School of Library & Information Science	9	1 11.1%	1 11.1%	0	0	0	0	2 22.2%	0	5 55.6%
School of Medicine	255	5 2.0%	70 27.5%	7 2.7%	0	0	0	82 32.2%	1 0.4%	64 25.1%
College of Nursing	13	1 7.7%	0	0	0	0	0	1 7.7%	0	12 92.3%
College of Pharmacy & Health Science	28	0	9 32.1%	0	0	0	0	9 32.1%	1 3.6%	10 35.7%
School of Social Work	18	2 11.1%	2 11.1%	1 5.6%	0	0	0	5 27.8%	1 5.6%	13 72.2%
Division of Research	17	0	3 17.6%	0	0	0	0	3 17.6%	0	9 52.9%
Grand Totals:	939	44 4.7%	221 23.5%	25 2.7%	1 0.1%	0 0.0%	3 0.3%	294 31.3%	6 0.6%	317 33.8%

2016 Tenure/Tenure-Track Faculty by School/College/Division – Women

As of 12/31/2016 (Table 9)

School/ College/ Division	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities (Women)	White	Unknown	Total Faculty (Women)
School of Business Administration	1 17%	2 33%	0	0	0	0	3 50%	3 50%	0	6
College of Education	2 6.7%	6 20.0%	3 10.0%	0	0	0	11 36.7%	19 63.3%	0	30
College of Engineering	0	6 50.0%	0	0	0	1 8.3%	7 58.3%	5 41.7%	0	12
College of Fine & Performing Arts	4 11.8%	2 5.9%	0	0	0	0	6 17.6%	28 82.4%	0	34
Law School	2 18.2%	1 9.1%	0	0	0	1 9.1%	4 36.4%	7 63.6%	0	11
College of Liberal Arts & Science	5 4.5%	18 16.2%	4 3.6%	0	0	1 0.9%	28 25.2%	81 73.0%	2 1.8%	111
School of Library & Information Science	1 20.0%	0	0	0	0	0	1 20.0%	4 80.0%	0	5
School of Medicine	3 4.7%	15 23.4%	2 3.1%	0	0	0	20 31.3%	44 68.8%	0	64
College of Nursing	1 8.3%	0	0	0	0	0	1 8.3%	11 91.7%	0	12
College of Pharmacy & Health Science	0	1 10.0%	0	0	0	0	1 10.0%	9 90.0%	0	10
School of Social Work	2 15.4%	1 7.7%	0	0	0	0	3 23.1%	10 76.9%	0	13
Division of Research	0	0	0	0	0	0	0	9 100.0%	0	9
TOTALS	21 6.6%	52 16.4%	9 2.8%	0 0.0%	0 0.0%	3 0.9%	85 27%	230 73%	2 1%	317

C. UNIVERSITY NON-ACADEMIC EMPLOYEES (STAFF)

The non-academic staff at Wayne State University is diverse in its representation of women and minorities. Of the 3,272 non-academic staff at Wayne State University in 2016, women totaled 1,948 (59.5%) and minorities totaled 1,504 (46%). Blacks are the largest minority group with 1,016 employees (31.1%), followed by Asians with 348 employees (10.6%).

2016 Total Full-Time Non-Academic Employee Headcount

As of 12/31/2016 (Table 10)

Category	2016 Total	Black	Asian	Hispanic	American Indian Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities	Women
Executive/Administrative/ Managerial	306	55 18.0%	13 4.2%	8 2.6%	2 0.7%	1 0.3%	1 0.3%	80 26.1%	156 51.0%
Other Professionals	2,198	497 22.6%	329 15.0%	65 3.0%	7 0.3%	2 0.1%	30 1.4%	930 42.3%	1,377 62.6%
Technical/ Paraprofessional	78	17 21.8%	1 1.3%	4 5.1%	0	0	1 1.3%	23 29.5%	35 44.9%
Clerical/Secretarial	320	213 66.6%	3 0.9%	5 1.6%	0	0	5 1.6%	226 70.6%	277 86.6%
Skilled Crafts	101	32 31.7%	2 2.0%	1 1.0%	0	0	0	35 34.7%	6 5.9%
Service/Maintenance	269	202 75.1%	0	6 2.2%	0	0	2 0.7%	210 78.1%	97 36.1%
TOTALS	3,272	1,016 31.1%	348 10.6%	89 2.7%	9 0.3%	3 0.1%	39 1.2%	1,504 46.0%	1,948 59.5%

With 46% minority and slightly over 59% female representation in the non-academic employee group, Wayne State continues to retain and employ a diverse workforce.

Higher Level Positions

Minorities and women are represented in significant numbers throughout all levels of job categories at Wayne State University, including managerial-level positions. In 2016, 306 employees were classified in the “Executive/Administrative/Managerial” category. This category corresponds, more or less, to non-academic employees holding the rank of Director or above. Minorities represent just over 26% of this high-level category, or 80 of 306 employees. Women represented over half of this category, or 156 employees.

Full-time employees in the “Other Professional” category include academic support personnel as well as those job assignments that require a college degree. The population of the “Other Professional” category fluctuates with funding trends. Of the 2,198 employees in this category, just over 62% (1,377) were women and more than 42% (930) were minorities. Blacks were more heavily represented than any other minority, at 497, followed by Asians at 329. Hispanics in this category totaled 65. Employees who self-identify as American Indian/Alaskan Native, Native Hawaiian and Other Pacific Islanders, and as having two or more races were not significantly represented.

D. TEMPORARY POSITIONS

This group of employees often fluctuates over the course of a given year, as the positions are based on a unit’s specific needs or projects. University policy limits temporary employees to a total of 1,000 hours employment in a fiscal year. The following data provides a snapshot of active temporary positions on the payroll as of November 2016.⁵

Temporary Employees by Position Classification and Gender

(Table 11)

Category	Female	Male	Total
Other Professional	337 57.8%	246 42.2%	583
Clerical and Secretarial	67 59.3%	46 40.7%	113
Skilled Crafts	2 40.0%	3 60.0%	5
Service/ Maintenance	8 80.0%	2 20.0%	10
TOTALS	414 58.2%	297 41.8%	711 100%

⁵ Wayne prepares two reports regarding temporary employees: a report listing those individuals who are classified as “temporary employee” or “TE”, and a report listing the number of temporary employees who work in a specific pay period. Not all those classified TE are working in a given pay period. The snapshot in this section is the number of individuals classified TE.

Temporary Employees by Position Classification and Race

(Table 12)

Category	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	2 or More Races	White	Unknown Race/ Ethnicity	Total
Other	230	27	23	1		11	281	10	583
Professional	39.5%	4.6%	3.9%	0.2%	0	1.9%	48.2%	1.7%	
Clerical and Secretarial	64	9	2	1		0	37	0	113
	56.6%	8.0%	1.8%	0.9%	0	0	32.7%	0	
Skilled Crafts	4	0	0	0		0	1	0	5
	80.0%	0	0	0	0	0	20.0%	0	
Service/Maintenance	6	0	0	0		0	4	0	10
	60.0%	0	0	0	0	0	40.0%	0	
Totals:	304	36	25	2		11	323	10	711
Percent of Total	42.8%	5.1%	3.5%	0.3%	0	1.5%	45.4%	1.4%	100%

Generally, the temporary employee population reflects the University at large in its distribution of women and minorities. Minorities comprise over half of this employment group. Blacks represent 42.8% of the group. Asians represent slightly fewer than 5% of the group. Hispanics represent this group over 3%. Employees who identify as 2 or more races represent this group at just under 2%. Although American Indian/Alaskan Native and Native Hawaiian/Other Pacific Islander were not significantly represented, these groups were consistent with the overall full-time University employee population.

E. COMPARISON WITH OTHER UNIVERSITIES

In this section, we compare Wayne's performance in the representation of women and minorities to that of other educational institutions.⁶ The first subsection compares Wayne with other Michigan Public Universities. The second subsection compares Wayne with fifteen peer institutions.

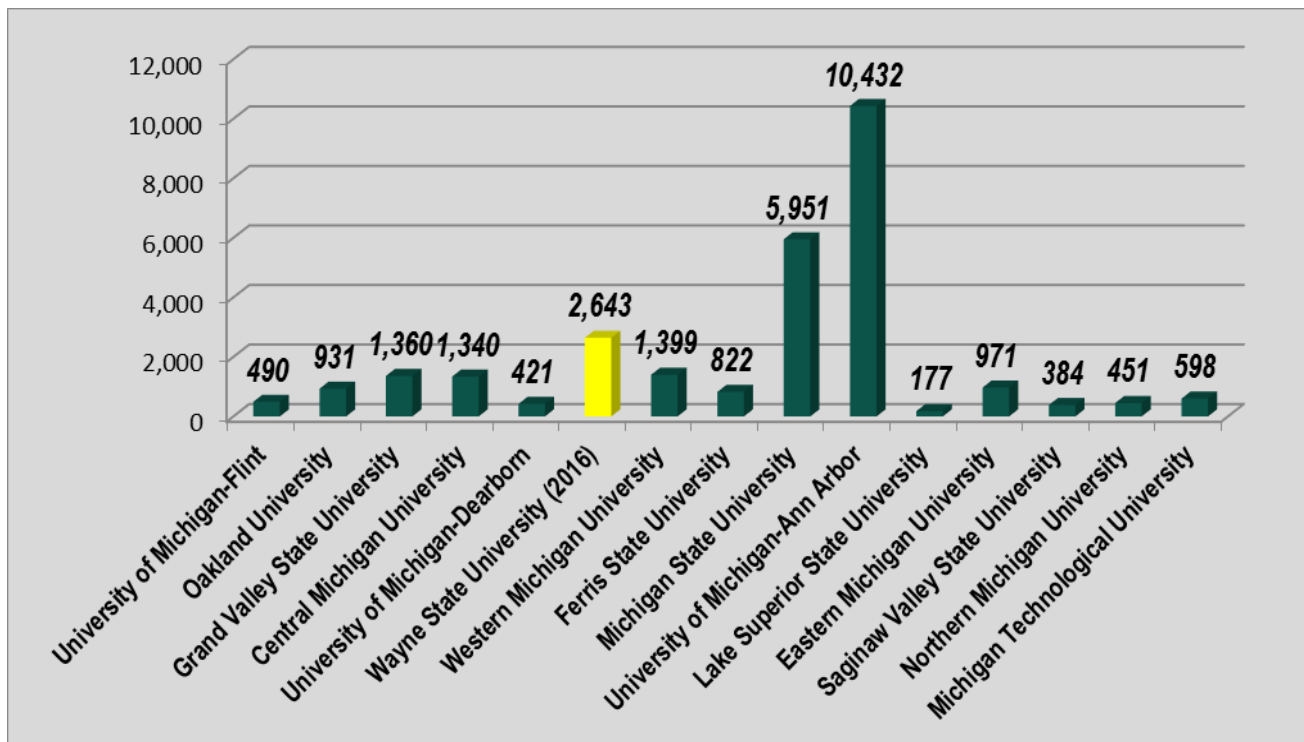
1) Michigan Public Universities

Comparative Analysis – Women Employment

In 2016, Wayne State University employed 2,643 women in full-time positions. The total number of women employed in full-time positions at Wayne is third behind University of Michigan-Ann Arbor (10,432) and Michigan State University (5,951). Among the public universities, as a percentage of total employees, Wayne ranks 6th with 53.5% of its employees being women.

⁶ The methodology used for this analysis was to compare Wayne in accordance with employment data submitted to IPEDS for the most recent year available (2015). IPEDS is a common university reporting data set. While this comparison may be imperfect, as there may be variance in the ways individual institutions may arrive at the numbers they report in IPEDS, this method provides the best available data to provide a solid picture of where Wayne stands in relation to our colleagues.

Michigan Public Universities				
2015-2016 Full-time Women Employees				
Institution Name	Total Full-time Employees	Total Full-time Women Employees	Percentage of Total Employees	Rank
University of Michigan-Flint	819	490	59.83%	1
Oakland University	1,657	931	56.19%	2
Grand Valley State University	2,440	1,360	55.74%	3
Central Michigan University	2,447	1,340	54.76%	4
University of Michigan-Dearborn	771	421	54.60%	5
Wayne State University (2016)	4,940	2,643	53.50%	6
Western Michigan University	2,624	1,399	53.32%	7
Ferris State University	1,557	822	52.79%	8
Michigan State University	11,278	5,951	52.77%	9
University of Michigan-Ann Arbor	19,794	10,432	52.70%	10
Lake Superior State University	336	177	52.68%	11
Eastern Michigan University	1,855	971	52.35%	12
Saginaw Valley State University	787	384	48.79%	13
Northern Michigan University	930	451	48.49%	14
Michigan Technological University	1,378	598	43.40%	15

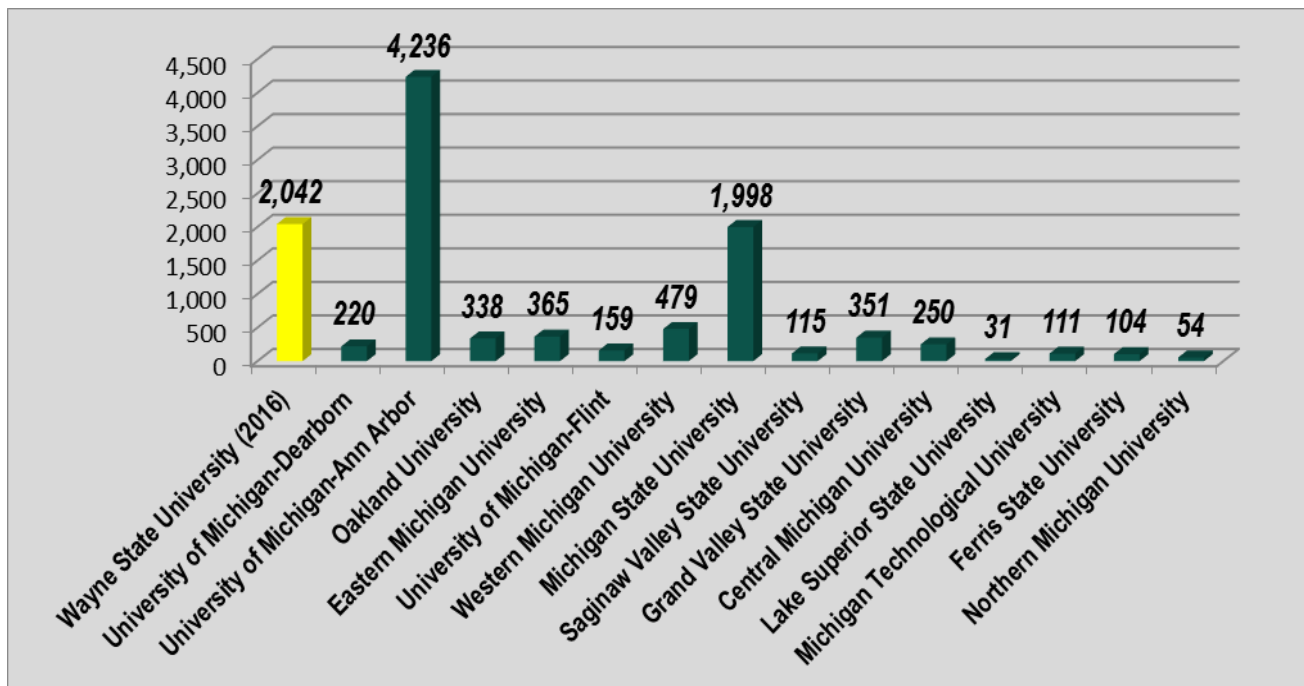


Comparative Analysis – Minority Employment

In 2016, Wayne State University employed 2,042 minorities in full-time positions, second only to the University of Michigan--Ann Arbor (4,236). As a percentage of total employees, Wayne (41.34%) ranks 1st among the public universities.

As of 12/31/2016 (Table 14)

Michigan Public Universities				
2015 - 2016 Full-time Minority Employees				
Institution Name	Total Full-time Employees	Total Full-time Minority Employees	Percentage of Total Employees	Rank
Wayne State University (2016)	4,940	2,042	41.34%	1
University of Michigan-Dearborn	771	220	28.53%	2
University of Michigan-Ann Arbor	19,794	4,236	21.40%	3
Oakland University	1,657	338	20.40%	4
Eastern Michigan University	1,855	365	19.68%	5
University of Michigan-Flint	819	159	19.41%	6
Western Michigan University	2,624	479	18.25%	7
Michigan State University	11,278	1,998	17.72%	8
Saginaw Valley State University	787	115	14.61%	9
Grand Valley State University	2,440	351	14.39%	10
Central Michigan University	2,447	250	10.22%	11
Lake Superior State University	336	31	9.23%	12
Michigan Technological University	1,378	111	8.06%	13
Ferris State University	1,557	104	6.68%	14
Northern Michigan University	930	54	5.81%	15



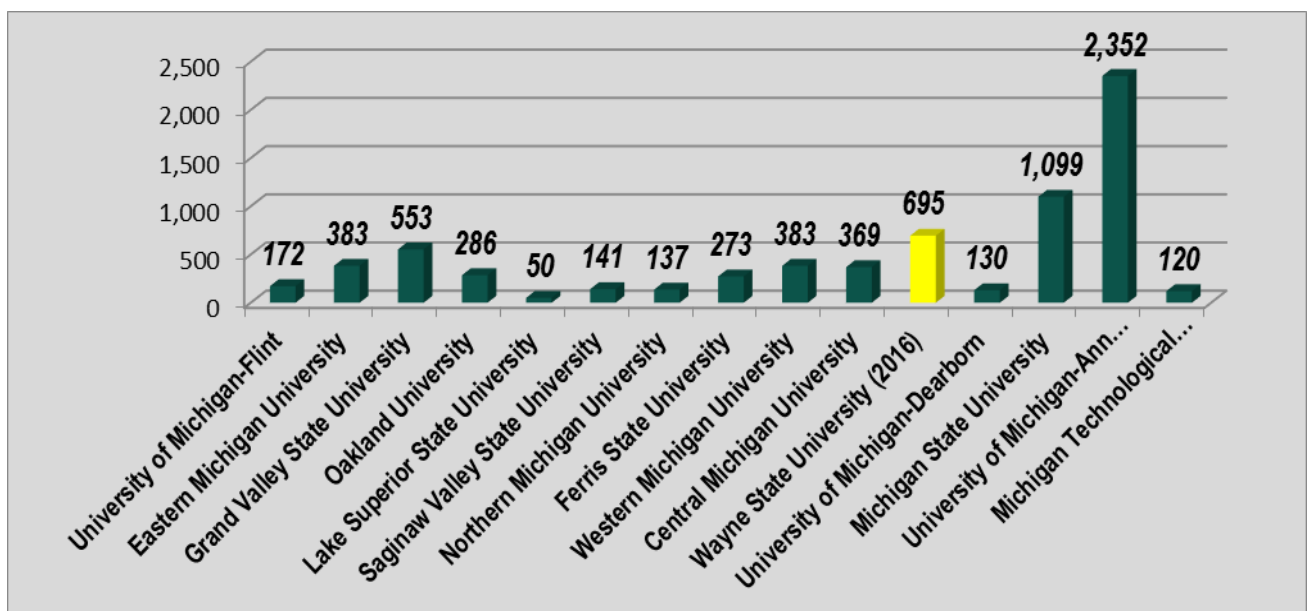
Comparative Analysis – Faculty Employment

Women Faculty

In 2016, Wayne State University employed 695 women in full-time Faculty positions.⁷ This result remains third behind the University of Michigan – Ann Arbor (2,352) and Michigan State University (1,099). As a percentage of total faculty employees, Wayne ranks 11th among the Michigan Public Universities with 41.67% of its full-time faculty employees being women.

As of 12/31/2016 (Table 15)

Michigan Public Universities 2015 - 2016 Full-time Women Faculty				
Institution Name	Total Full-time Faculty	Total Full-time Women Faculty	Percentage of Total Faculty	Rank
University of Michigan-Flint	318	172	54.09%	1
Eastern Michigan University	748	383	51.20%	2
Grand Valley State University	1,107	553	49.95%	3
Oakland University	604	286	47.35%	4
Lake Superior State University	109	50	45.87%	5
Saginaw Valley State University	309	141	45.63%	6
Northern Michigan University	306	137	44.77%	7
Ferris State University	622	273	43.89%	8
Western Michigan University	883	383	43.37%	9
Central Michigan University	854	369	43.21%	10
Wayne State University (2016)	1,668	695	41.67%	11
University of Michigan-Dearborn	322	130	40.37%	12
Michigan State University	2,781	1,099	39.52%	13
University of Michigan-Ann Arbor	6,218	2,352	37.83%	14
Michigan Technological University	409	120	29.34%	15



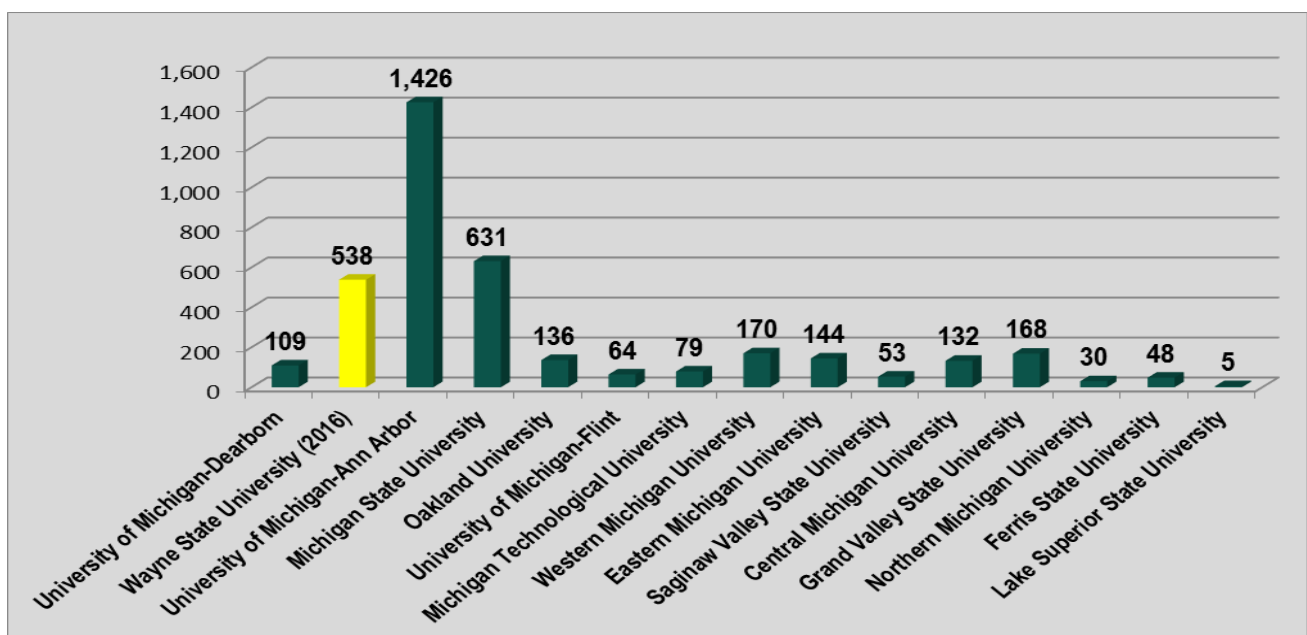
⁷ Faculty numbers reference both Tenure/Tenure-Track (317) and Non-Tenured (378) employees.

Minority Faculty

In 2016, Wayne State University employed 538 minorities in full-time Faculty positions, third behind the University of Michigan – Ann Arbor (1,426) and Michigan State University (631).⁸ As a percentage of total full-time faculty employees, Wayne (32.3%) ranks 2nd among the Michigan Public Universities.

As of 12/31/2016 (Table 16)

Michigan Public Universities 2015 - 2016 Full-time Minority Faculty				
Institution Name	Total Full-time Faculty	Total Full-time Minority Faculty	Percentage of Total Faculty	Rank
University of Michigan-Dearborn	322	109	33.85%	1
Wayne State University (2016)	1,668	538	32.25%	2
University of Michigan-Ann Arbor	6,218	1,426	22.93%	3
Michigan State University	2,781	631	22.69%	4
Oakland University	604	136	22.52%	5
University of Michigan-Flint	318	64	20.13%	6
Michigan Technological University	409	79	19.32%	7
Western Michigan University	883	170	19.25%	8
Eastern Michigan University	748	144	19.25%	9
Saginaw Valley State University	309	53	17.15%	10
Central Michigan University	854	132	15.46%	11
Grand Valley State University	1,107	168	15.18%	12
Northern Michigan University	306	30	9.80%	13
Ferris State University	622	48	7.72%	14
Lake Superior State University	109	5	4.59%	15



⁸ Faculty numbers reference both Tenure/Tenure-Track (294) and Non-Tenured (244) employees.

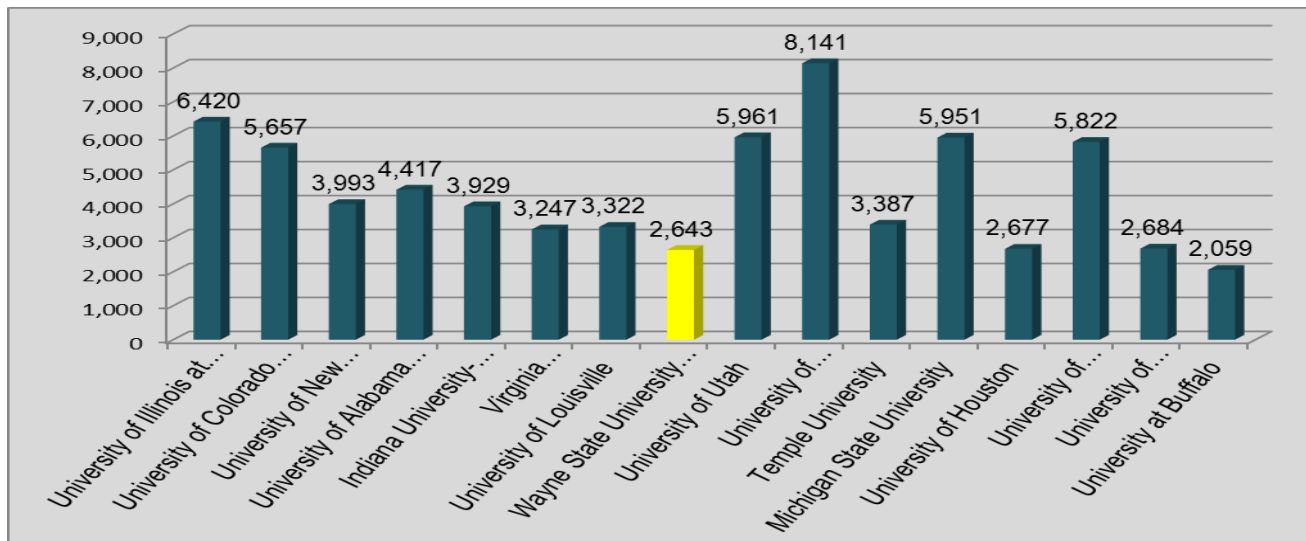
2) National Peer Institutions⁹

Comparative Analysis – Women Employment

In 2016, Wayne State University employed 2,643 women in full-time positions. Wayne ranks 8th among its national peer institutions in percentage of total women employed.

As of 12/31/2016 (Table 17)

National Peer Institutions				
2015 - 2016 Full-time Women Employees				
Institution Name	Total Full-time Employees	Total Full-time Women Employees	Percentage of Total Employees	Rank
University of Illinois at Chicago	10,298	6,420	62.34%	1
University of Colorado Denver/Anschutz Medical Campus	9,437	5,657	59.94%	2
University of New Mexico-Main Campus	6,751	3,993	59.15%	3
University of Alabama at Birmingham	7,809	4,417	56.56%	4
Indiana University-Purdue University-Indianapolis	6,987	3,929	56.23%	5
Virginia Commonwealth University	5,893	3,247	55.10%	6
University of Louisville	6,201	3,322	53.57%	7
Wayne State University (2016)	4,940	2,643	53.50%	8
University of Utah	11,224	5,961	53.11%	9
University of Minnesota-Twin Cities	15,335	8,141	53.09%	10
Temple University	6,416	3,387	52.79%	11
Michigan State University	11,278	5,951	52.77%	12
University of Houston	5,134	2,677	52.14%	13
University of Pittsburgh-Pittsburgh Campus	11,172	5,822	52.11%	14
University of Cincinnati-Main Campus	5,513	2,684	48.68%	15
University at Buffalo	4,428	2,059	46.50%	16



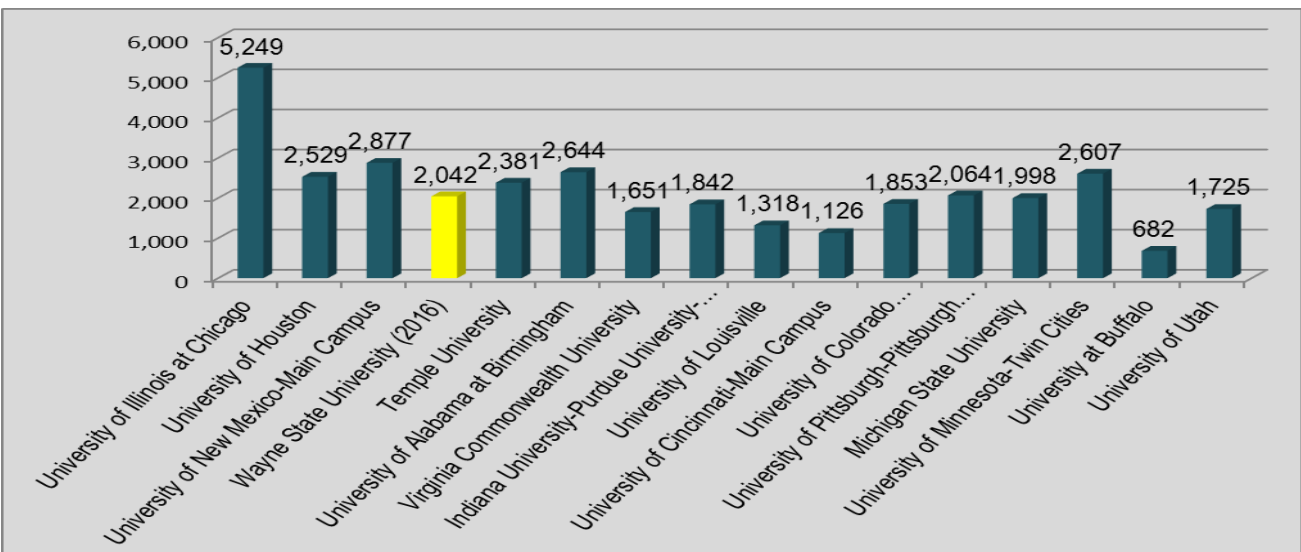
⁹ The Board of Governors has identified fifteen (15) universities as National Peer Institutions. These universities are listed for the most recent reporting year available (2015).

Comparative Analysis – Minority Employment

In 2016, Wayne State University employed 2,042 minorities in full-time positions. Wayne ranks 4th among its national peer institutions in total minorities employed with 41.34% of its employee population being minority.

As of 12/31/2016 (Table 18)

National Peer Institutions				
2015 - 2016 Full-time Minority Employees				
Institution Name	Total Full-time Employees	Total Full-time Minority Employees	Percentage of Total Employees	Rank
University of Illinois at Chicago	10,298	5,249	50.97%	1
University of Houston	5,134	2,529	49.26%	2
University of New Mexico-Main Campus	6,751	2,877	42.62%	3
Wayne State University (2016)	4,940	2,042	41.34%	4
Temple University	6,416	2,381	37.11%	5
University of Alabama at Birmingham	7,809	2,644	33.86%	6
Virginia Commonwealth University	5,893	1,651	28.02%	7
Indiana University-Purdue University-Indianapolis	6,987	1,842	26.36%	8
University of Louisville	6,201	1,318	21.25%	9
University of Cincinnati-Main Campus	5,513	1,126	20.42%	10
University of Colorado Denver/Anschutz Medical Campus	9,437	1,853	19.64%	11
University of Pittsburgh-Pittsburgh Campus	11,172	2,064	18.47%	12
Michigan State University	11,278	1,998	17.72%	13
University of Minnesota-Twin Cities	15,335	2,607	17.00%	14
University at Buffalo	4,428	682	15.40%	15
University of Utah	11,224	1,725	15.37%	16



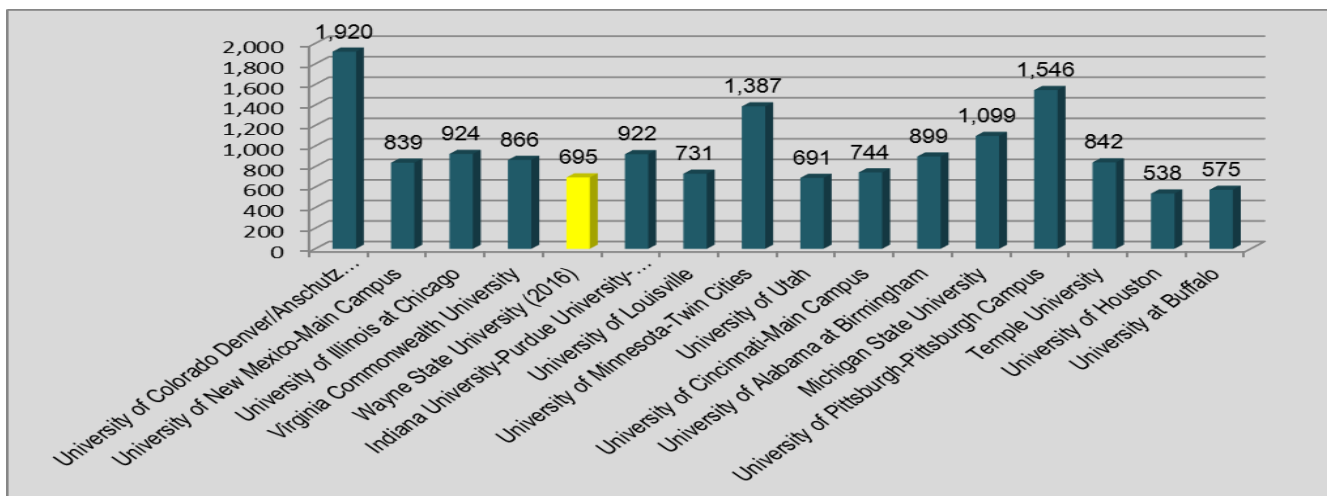
Comparative Analysis – Faculty Employment

Women Faculty

In 2016, Wayne State University employed 695 women in full-time Faculty positions.¹⁰ Wayne ranks 5th among its national peer institutions in total women faculty.

As of 12/31/2016 (Table 19)

National Peer Institutions 2015 - 2016 Full-time Women Faculty				
Institution Name	Total Full-time Faculty	Total Full-time Women Faculty	Percentage of Total Faculty	Rank
University of Colorado Denver/Anschutz Medical Campus	3,520	1,920	54.55%	1
University of New Mexico-Main Campus	1,700	839	49.35%	2
University of Illinois at Chicago	1,941	924	47.60%	3
Virginia Commonwealth University	2,058	866	42.08%	4
Wayne State University (2016)	1,668	695	41.67%	5
Indiana University-Purdue University-Indianapolis	2,216	922	41.61%	6
University of Louisville	1,795	731	40.72%	7
University of Minnesota-Twin Cities	3,435	1,387	40.38%	8
University of Utah	1,712	691	40.36%	9
University of Cincinnati-Main Campus	1,846	744	40.30%	10
University of Alabama at Birmingham	2,268	899	39.64%	11
Michigan State University	2,781	1,099	39.52%	12
University of Pittsburgh-Pittsburgh Campus	3,932	1,546	39.32%	13
Temple University	2,149	842	39.18%	14
University of Houston	1,383	538	38.90%	15
University at Buffalo	1,597	575	36.01%	16



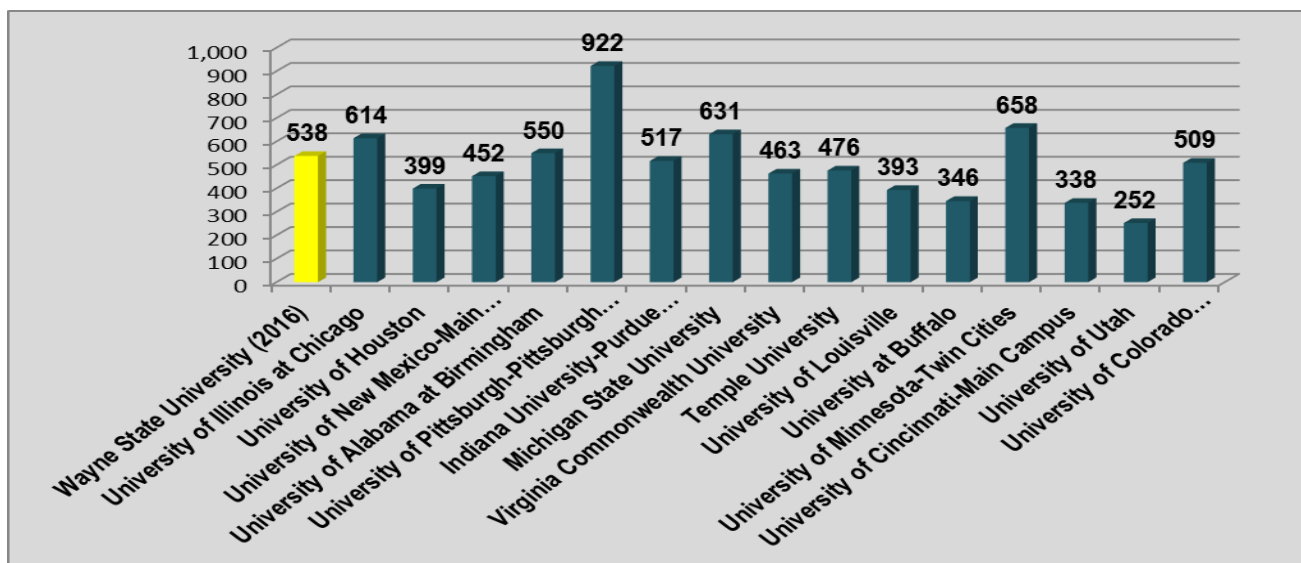
¹⁰ Faculty numbers reference both Tenure/Tenure-Track (317) and Non-Tenured (378) employees.

Minority Faculty

In 2016, Wayne State University employed 538 minorities in full-time Faculty positions.¹¹ Wayne ranks 1st among its national peer institutions in total minority faculty.

As of 12/31/2016 (Table 20)

National Peer Institutions				
2015 - 2016 Full-time Minority Faculty				
Institution Name	Total Full-time Faculty	Total Full-time Minority Faculty	Percentage of Total Faculty	Rank
Wayne State University (2016)	1,668	538	32.25%	1
University of Illinois at Chicago	1,941	614	31.63%	2
University of Houston	1,383	399	28.85%	3
University of New Mexico-Main Campus	1,700	452	26.59%	4
University of Alabama at Birmingham	2,268	550	24.25%	5
University of Pittsburgh-Pittsburgh Campus	3,932	922	23.45%	6
Indiana University-Purdue University-Indianapolis	2,216	517	23.33%	7
Michigan State University	2,781	631	22.69%	8
Virginia Commonwealth University	2,058	463	22.50%	9
Temple University	2,149	476	22.15%	10
University of Louisville	1,795	393	21.89%	11
University at Buffalo	1,597	346	21.67%	12
University of Minnesota-Twin Cities	3,435	658	19.16%	13
University of Cincinnati-Main Campus	1,846	338	18.31%	14
University of Utah	1,712	252	14.72%	15
University of Colorado Denver/Anschutz Medical Campus	3,520	509	14.46%	16



¹¹ Faculty numbers reference both Tenure/Tenure-Track (294) and Non-Tenured (244) employees.

c. Analysis of Leadership Positions (Management Occupations)

In this section, we provide a series of charts to present Wayne’s performance in a specific occupational category: Management Occupations. This category is based on the major group in the 2010 Standard Occupational Classification (SOC) Manual. As in the sections above, these charts include both a comparison of the Michigan Public Universities and the National Peer Institutions. The beginning charts present a comparison of women employees in total, along with a breakdown of women employees by race and ethnicity. The concluding charts present a comparison of minority employees in total, along with a breakdown of employees by racial/ethnic groups.

Michigan Public Universities – Women Employees

As of 12/31/2016 (Table 21)

Michigan Public Universities				
2015-2016 Full-time Women Employees in Management Occupations				
Institution Name	Total Full-time Employees in Management Occupations	Total Full-time Women Employees in Management Occupations	Percentage of Total Employees in Management Occupations	Rank
University of Michigan-Flint	81	54	66.67%	1
University of Michigan-Dearborn	88	53	60.23%	2
University of Michigan-Ann Arbor	1519	873	57.47%	3
Central Michigan University	484	265	54.75%	4
Eastern Michigan University	272	148	54.41%	5
Michigan State University	897	470	52.40%	6
Grand Valley State University	99	51	51.52%	7
Wayne State University (2016)	306	156	50.98%	8
Western Michigan University	91	43	47.25%	9
Oakland University	72	30	41.67%	10
Saginaw Valley State University	100	41	41.00%	11
Ferris State University	100	40	40.00%	12
Lake Superior State University	25	10	40.00%	13
Michigan Technological University	63	24	38.10%	14
Northern Michigan University	80	30	37.50%	15

Michigan Public Universities – Women Employees by Primary Ethnicity

As of 12/31/2016 (Table 22)

Michigan Public Universities								
2015-2016 Full-time Women Employees in Management Occupations by Primary Ethnicity								
Institution Name	American Indian or Alaska Native	Asian	Black or African American/Black Non-Hispanic	Hispanic or Latino/ Hispanic	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Women by Ethnicity	Total Women
University of Michigan-Ann Arbor	0	32	65	19	0	12	128	873
Michigan State University	1	15	35	11	0	6	68	470
Central Michigan University	2	2	12	4	1	0	21	265
Wayne State University (2016)	2	7	37	3	0	0	49	156
Eastern Michigan University	0	3	17	2	0	2	24	148
University of Michigan-Flint	0	4	7	0	0	0	11	54
University of Michigan-Dearborn	0	2	11	3	0	1	17	53
Grand Valley State University	1	0	3	3	0	0	7	51
Western Michigan University	0	1	5	1	0	0	7	43
Saginaw Valley State University	0	2	1	1	0	0	4	41
Ferris State University	0	1	0	1	0	0	2	40
Northern Michigan University	2	1	0	0	0	0	3	30
Oakland University	0	2	6	0	0	0	8	30
Michigan Technological University	1	1	0	0	0	0	2	24
Lake Superior State University	0	0	0	0	0	0	0	10

Michigan Public Universities – Minority Employees

As of 12/31/2016 (Table 23)

Michigan Public Universities				
2015-2016 Full-time Minority Employees in Management Occupations				
Institution Name	Total Full-time Employees in Management Occupations	Total Full-time Minority Employees in Management Occupations	Percentage of Total Employees in Management Occupations	Rank
Wayne State University (2016)	306	80	26.14%	1
University of Michigan-Dearborn	88	23	26.14%	2
University of Michigan-Flint	81	16	19.75%	3
Eastern Michigan University	272	49	18.01%	4
Oakland University	72	11	15.28%	5
Saginaw Valley State University	100	15	15.00%	6
University of Michigan-Ann Arbor	1,519	225	14.81%	7
Grand Valley State University	99	13	13.13%	8
Michigan State University	897	116	12.93%	9
Western Michigan University	91	11	12.09%	10
Michigan Technological University	63	6	9.52%	11
Ferris State University	100	8	8.00%	12
Lake Superior State University	25	2	8.00%	13
Central Michigan University	484	36	7.44%	14
Northern Michigan University	80	4	5.00%	15

Michigan Public Universities – Minority Employees by Primary Ethnicity

As of 12/31/2016 (Table 24)

Michigan Public Universities							
2015-2016 Full-time Minority Employees in Management Occupations by Primary Ethnicity							
Institution Name	American Indian or Alaska Native	Asian	Black or African American/Black Non-Hispanic	Hispanic or Latino/ Hispanic	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities
University of Michigan-Ann Arbor	1	60	112	30	0	22	225
Michigan State University	2	31	56	21	0	6	116
Wayne State University (2016)	2	13	55	8	1	1	80
Eastern Michigan University	0	7	34	6	0	2	49
Central Michigan University	3	2	25	5	1	0	36
University of Michigan-Dearborn	0	5	13	4	0	1	23
University of Michigan-Flint	0	6	8	0	0	2	16
Saginaw Valley State University	0	2	9	4	0	0	15
Grand Valley State University	1	0	6	6	0	0	13
Oakland University	0	3	8	0	0	0	11
Western Michigan University	0	4	6	1	0	0	11
Ferris State University	0	3	4	1	0	0	8
Michigan Technological University	1	5	0	0	0	0	6
Northern Michigan University	2	1	1	0	0	0	4
Lake Superior State University	1	0	0	1	0	0	2

National Peer Universities – Women Employees

As of 12/31/2016 (Table 25)

National Peer Institutions				
2015-2016 Full-time Women Employees in Management Occupations				
Institution Name	Total Full-time Employees in Management Occupations	Total Full-time Women Employees in Management Occupations	Percentage of Total Employees in Management Occupations	Rank
University of Louisville	723	485	67.08%	1
University of Pittsburgh-Pittsburgh Campus	975	642	65.85%	2
University of Colorado Denver/Anschutz Medical Campus	708	449	63.42%	3
University of Cincinnati-Main Campus	1,059	659	62.23%	4
University of Illinois at Chicago	1,087	675	62.10%	5
University of New Mexico-Main Campus	740	458	61.89%	6
Indiana University-Purdue University-Indianapolis	620	374	60.32%	7
Temple University	966	570	59.01%	8
University of Houston	812	469	57.76%	9
University of Minnesota-Twin Cities	821	443	53.96%	10
University at Buffalo	359	190	52.92%	11
Michigan State University	897	470	52.40%	12
Virginia Commonwealth University	407	208	51.11%	13
Wayne State University (2016)	306	156	50.98%	14
University of Utah	317	158	49.84%	15
University of Alabama at Birmingham	331	156	47.13%	16

National Peer Universities – Women Employees by Primary Ethnicity

As of 12/31/2016 (Table 26)

National Peer Institutions								
2015-2016 Full-time Women Employees in Management Occupations by Primary Ethnicity								
Institution Name	American Indian or Alaska Native	Asian	Black or African American/Black Non-Hispanic	Hispanic or Latino/Hispanic	Native Hawaiian/Other Pacific Islander	Two or More Races	Total Women by Ethnicity	Total Women
University of Illinois at Chicago	2	51	150	88	1	8	300	675
University of Cincinnati-Main Campus	0	13	87	4	1	4	109	659
University of Pittsburgh-Pittsburgh Campus	1	14	32	4	0	5	56	642
Temple University	1	31	121	21	0	7	181	570
University of Louisville	0	10	46	4	1	8	69	485
Michigan State University	1	15	35	11	0	6	68	470
University of Houston	0	49	102	66	0	9	226	469
University of New Mexico-Main Campus	9	10	15	139	0	5	178	458
University of Colorado Denver/Anschutz Medical Campus	2	18	12	36	0	3	71	449
University of Minnesota-Twin Cities	4	17	11	7	1	3	43	443
Indiana University-Purdue University-Indianapolis	0	13	55	11	0	5	84	374
Virginia Commonwealth University	1	1	27	1	0	0	30	208
University at Buffalo	1	8	15	1	0	0	25	190
University of Utah	1	7	2	8	2	1	21	158
University of Alabama at Birmingham	0	0	28	0	0	1	29	156
Wayne State University (2016)	2	7	37	3	0	0	49	156

National Peer Universities – Minority Employees

As of 12/31/2016 (Table 27)

National Peer Institutions				
2015-2016 Full-time Minority Employees in Management Occupations				
Institution Name	Total Full-time Employees in Management Occupations	Total Full-time Minority Employees in Management Occupations	Percentage of Total Employees in Management Occupations	Rank
University of Houston	812	346	42.61%	1
University of Illinois at Chicago	1,087	427	39.28%	2
University of New Mexico-Main Campus	740	264	35.68%	3
Temple University	966	269	27.85%	4
Wayne State University (2016)	306	80	26.14%	5
Indiana University-Purdue University-Indianapolis	620	122	19.68%	6
University of Alabama at Birmingham	331	58	17.52%	7
University of Colorado Denver/Anschutz Medical Campus	708	119	16.81%	8
University of Cincinnati-Main Campus	1,059	170	16.05%	9
Virginia Commonwealth University	407	60	14.74%	10
University of Louisville	723	99	13.69%	11
University at Buffalo	359	48	13.37%	12
Michigan State University	897	116	12.93%	13
University of Utah	317	33	10.41%	14
University of Minnesota-Twin Cities	821	78	9.50%	15
University of Pittsburgh-Pittsburgh Campus	975	80	8.21%	16

National Peer Universities – Minority Employees by Primary Ethnicity

As of 12/31/2016 (Table 28)

National Peer Institutions							
2015-2016 Full-time Minority Employees in Management Occupations by Primary Ethnicity							
Institution Name	American Indian or Alaska Native	Asian	Black or African American/Black Non-Hispanic	Hispanic or Latino/Hispanic	Native Hawaiian/Other Pacific Islander	Two or More Races	Total Minorities
University of Illinois at Chicago	3	78	211	122	1	12	427
University of Houston	0	85	148	100	1	12	346
Temple University	2	56	169	31	0	11	269
University of New Mexico-Main Campus	16	16	22	202	0	8	264
University of Cincinnati-Main Campus	1	22	124	12	1	10	170
Indiana University-Purdue University-Indianapolis	1	22	72	19	0	8	122
University of Colorado Denver/Anschutz Medical Campus	3	30	25	53	0	8	119
Michigan State University	2	31	56	21	0	6	116
University of Louisville	0	16	65	9	1	8	99
University of Pittsburgh-Pittsburgh Campus	1	18	47	8	0	6	80
Wayne State University (2016)	2	13	55	8	1	1	80
University of Minnesota-Twin Cities	7	28	24	12	2	5	78
Virginia Commonwealth University	1	11	42	4	0	2	60
University of Alabama at Birmingham	0	4	50	2	0	2	58
University at Buffalo	2	16	25	5	0	0	48
University of Utah	2	8	3	14	2	4	33

II. UNIVERSITY COMPLAINTS OF DISCRIMINATION AND HARASSMENT

The Office of Equal Opportunity (“OEO”) is responsible for investigating complaints arising under the University’s policies prohibiting discrimination or harassment, including the Non-Discrimination/Affirmative Action Policy and Sexual Harassment Statute. When contacted by a potential Complainant, the OEO assesses first whether the allegations fall within the scope of the Non-Discrimination or Sexual Harassment policies. If not, the OEO refers the Complainant to the proper forum to address the issue, such as Human Resources, Labor Relations, the Ombudsperson or the Dean of Students Office. If the allegations fall within OEO’s jurisdiction, the OEO conducts an *initial inquiry* into the complaint. Initial inquiries are used to determine if there is sufficient factual support for the allegations to warrant a full investigation. In some cases, the initial inquiry itself resolves the matter. If the initial inquiry presents a claim that, if true, would result in the need for immediate and appropriate corrective action, a *formal complaint* is initiated. Formal complaints filed with the OEO are investigated in accordance with the procedures set forth in University Policy 2005-03 (Discrimination and Harassment Complaint Process).

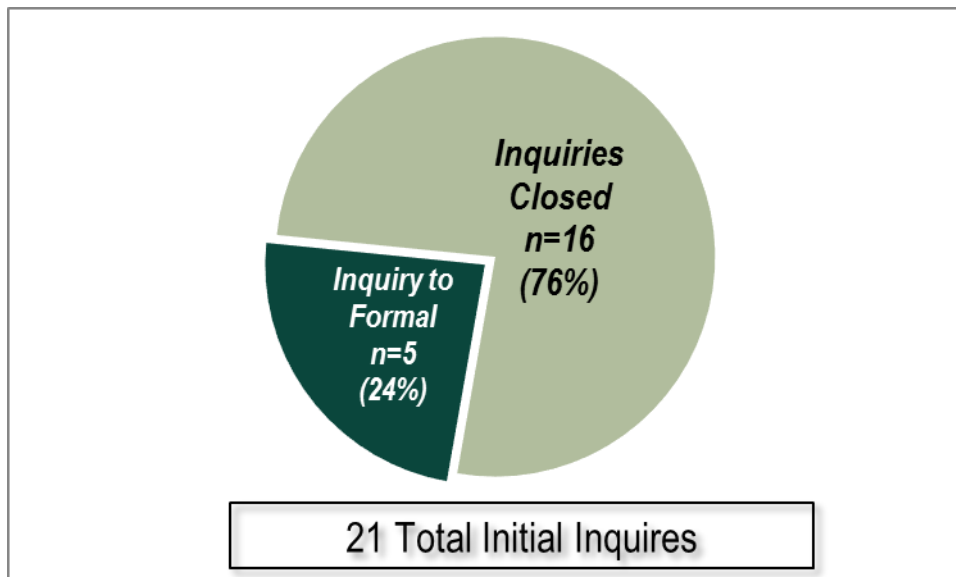
The OEO also serves as the university point of contact to complaints of discrimination and harassment brought by external agencies, such as the Michigan Department of Civil Rights (“MDCR”), the United States Equal Employment Opportunity Commission (“EEOC”), the United States Department of Education, Office of Civil Rights (“OCR”), and the Department of Labor, Office of Federal Contract Compliance Programs (“OFCCP”). For purposes of this report, such charges are included as “formal complaints.”

A) Initial Inquiries

During the 2016 calendar year, the OEO opened 21 initial inquiries and 5 of these initial inquiries were found to have allegations that would support the filing of a formal complaint.¹² 16 initial inquiries were closed without the filing of a formal complaint.

Initial Inquiries

For calendar year 2016 – (Chart 10)



¹² One of the 2015 inquiries progressed to a formal complaint in 2016.

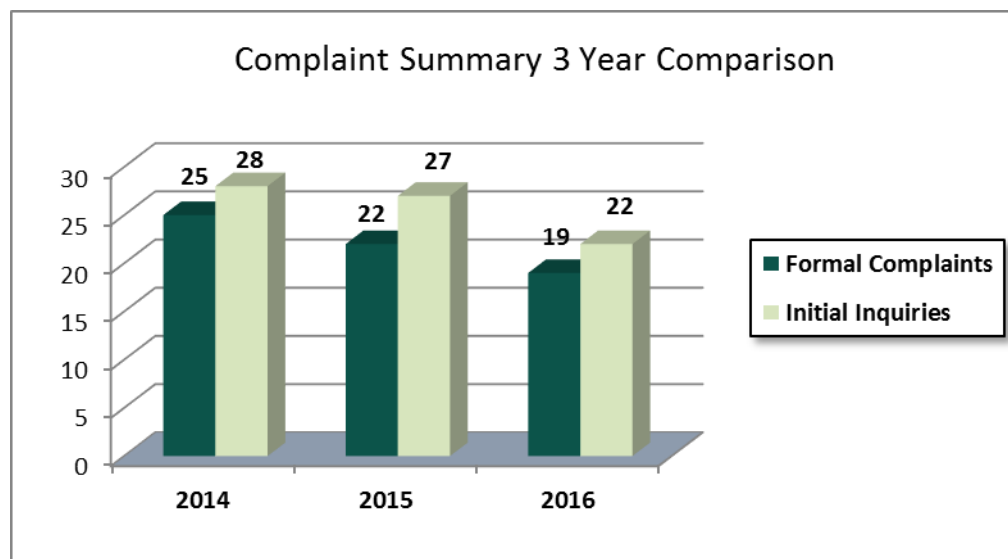
B) Complaints

The number of formal complaints decreased in 2016. During the 2016 calendar year, 19 formal complaints were opened and 22 were closed. Of those that were opened, 6 were internal complaints and 13 complaints were received from external agencies.

Of the 22 formal complaints that were closed in 2016, 19 were closed without a finding of a University policy or statutory violation. There was a finding of “cause”—meaning there was reason to believe a discriminatory act had occurred—in two internal complaints and one external complaint. One internal complaint alleged discrimination based on race and sex, while another internal complaint alleged discrimination based on disability. There was one external complaint alleging retaliation.

Initial Inquiry and Formal Complaint Activity Comparison

Calendar Years 2014 - 2016 – (Chart 11)



The 2016 data represents a 19% decrease from 27 inquiries in 2015. As the number of inquiries decreased, the number of formal complaints also decreased from 22 to 19 in 2016, which reflects a 14% drop in the number of formal complaints.

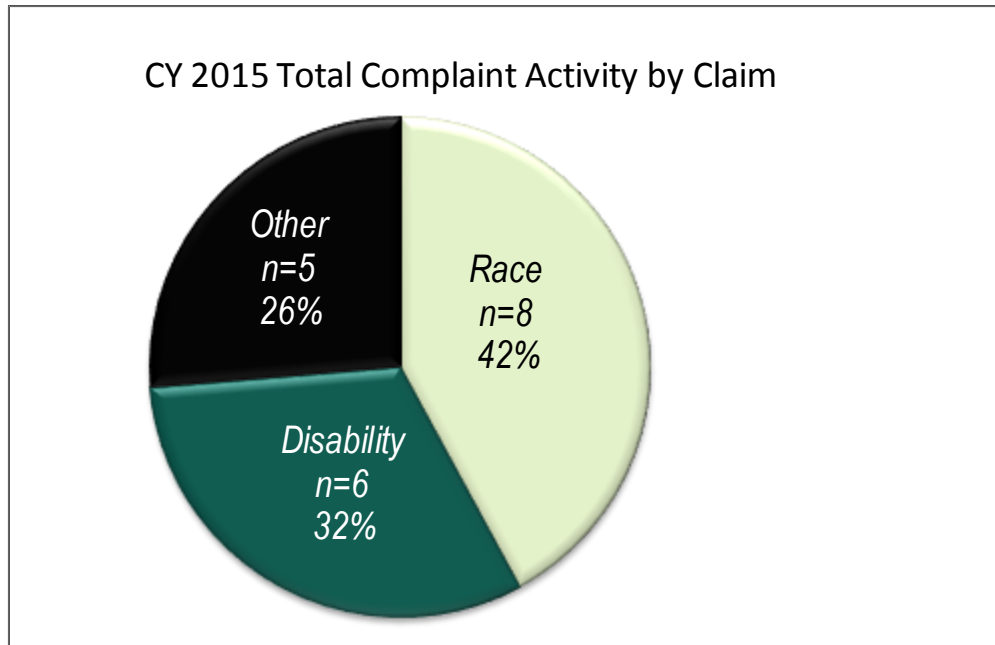
Complaints are categorized by the primary type of discrimination claim made by the Complainant. Of the 19 total formal complaints received in the year 2016, 8 involved claims of discrimination based on race, 6 complaints were based on disability, 3 complaints alleged age discrimination, 1 complaint alleged national origin discrimination and another was based on familial status.¹³ In comparison, the three most frequent bases for complaints filed during 2015 were disability (8), race (7), retaliation (4), and sex (3).

The OEO also categorizes complaints by the federal statute that is consistent with the protected categories as identified under university policy. In 2016, 47% of the complaints involved classifications protected by Title VII, and 32% by the Americans with Disabilities Act (“ADA”) and 16% were filed alleging age discrimination as defined under Age Discrimination in Employment Act (“ADEA”). There was also 1 complaint filed in 2016 protected under the Elliott-Larsen Civil Rights Act of 1976.

¹³ Familial Status is covered under the Michigan Elliot-Larsen Civil Rights Act of 1976.

Total Complaint Activity by Type of Claim

For calendar year 2016 – (Chart 12)



The OEO is proactive in matters of discrimination and harassment, working closely with the Office of the General Counsel, the Dean of Students, Human Resources and Labor Relations. The OEO collaborates with these offices to design and implement employee education programs on a University-wide basis. Specific on-line training about sexual harassment is offered, which emphasizes the duty of care owed by managers and supervisors and their role in taking proactive and preventative measures to ensure a workplace free from harassment and discrimination. OEO also continues to provide customized training to departments and units upon request and as a remedial measure following a complaint.

Table 29 below shows the formal complaints filed against the schools, colleges, and divisions within the University during the past three years. During this period, a total of 66 formal complaints were filed. Claims of alleged race discrimination form the largest percentage of formal complaints (35%), exceeding disability (30%). The greatest number of complaints originated from the School of Medicine (9) and the College of Education (9).

2014 – 2016 Complaints by School/College/Division and Protected Basis

As of 12/31/2016 (Table 29)

School/College/Division	Age	National Origin	Race	Disability	Familial Status	Retaliation	Sex	Weight	Grand Total
Provost & VP Academic Affairs									
Budget Planning and Analysis		1							1
Business School							1		1
Center for Urban Studies			1						1
College of Education			4	4		1			9
College of Engineering							1		1
College of Liberal Arts and Sciences			1	4					5
College of Nursing			1						1
Computer & Information Technology	1								1
EACPHS	1		1				1		3
Federal Trio				1					1
Fine Communication and Performing Arts				2		1	1		4
Law School			2						2
School of Medicine	1	1	1	3		2	1		9
School of Social Work			1		1				2
Student Disability Services				1					1
SubTotal	3	2	12	15	1	4	5		42
Finance and Business Operations									
Business Operations	1								1
Development and Alumni Affairs	1		1						2
Facilities Planning and Management			3			1	1	2	7
Fiscal Operations				1					1
Human Resources			1						1
SubTotal	2		5	1		1	1	2	12
President's Office									
Department of Athletics			2						2
Office of Economic Development				1					1
SubTotal			2	1					3
Marketing and Communications									
Department of Public Safety			2						2
Marketing Services			1			1			2
SubTotal			3			1			4
General Counsel									
Office of Equal Opportunity				3			1		4
SubTotal				3			1		4
Research									
Sponsored Programs			1						1
SubTotal			1						1
Grand Total	5	2	23	20	1	6	7	2	66

III. WAYNE STATE UNIVERSITY SUPPLIER DIVERSITY PROGRAM

Through its Supplier Diversity Program, Wayne State University continues its efforts to reach out to minority owned, woman owned and other diverse or disadvantaged business enterprises. The program provides outreach, mentoring, and networking opportunities, and leads to successful business relationships. We have several ongoing initiatives as part of our program, intended to encourage greater participation of the diverse business in our sourcing efforts. These initiatives are described in Section III E below.

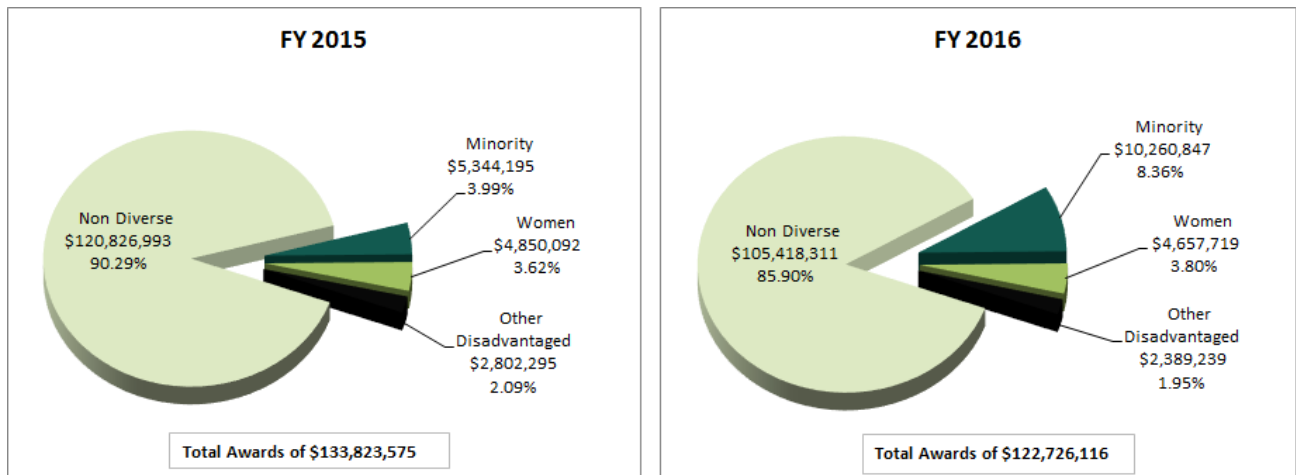
During fiscal year 2016, overall purchase order (PO) expenditures decreased by 8.3%. New POs for construction are down by 29.8%, since the order to Christman Brinker for the Mike Ilitch School of Business was not issued until October 12, 2016 and will be part of 2017 reporting. Large construction projects for 2016 included \$2.8 million to Brencal Contractors, Inc. for the renovation of the 5th and 7th floors of the Student Center, \$2.7 million to Ram Construction for additional renovations to Parking Structures 1 through 5, and \$1.4 million, also to Brencal, for the construction of the Ernie Harwell baseball stadium, and \$757,000 to Dumas Concepts for the parking lot 12 improvements on Woodward. Purchases made for non-construction goods and services decreased by 2.3% when compared to 2015.

A. TOTAL SPEND - 2016

Total dollars awarded for all purchased (construction and general services) amounted to \$123 Million in FY 2016, compared to \$134 million in FY 2015. Of those amounts, \$10.3 million was awarded to minority-owned businesses in FY 2016, compared to \$5.3 million in FY 2015. Women-owned businesses were awarded \$4.6 million in FY 2016, compared to \$4.8 million in FY 2015. Diversity Spend in FY 2016 equals \$14.9 million or 12.1% of our total PO spend. Other disadvantaged groups add an additional \$2.4 million or roughly 2%.

Comparison of Total PO Activity - 2016

(Charts 13 and 14)

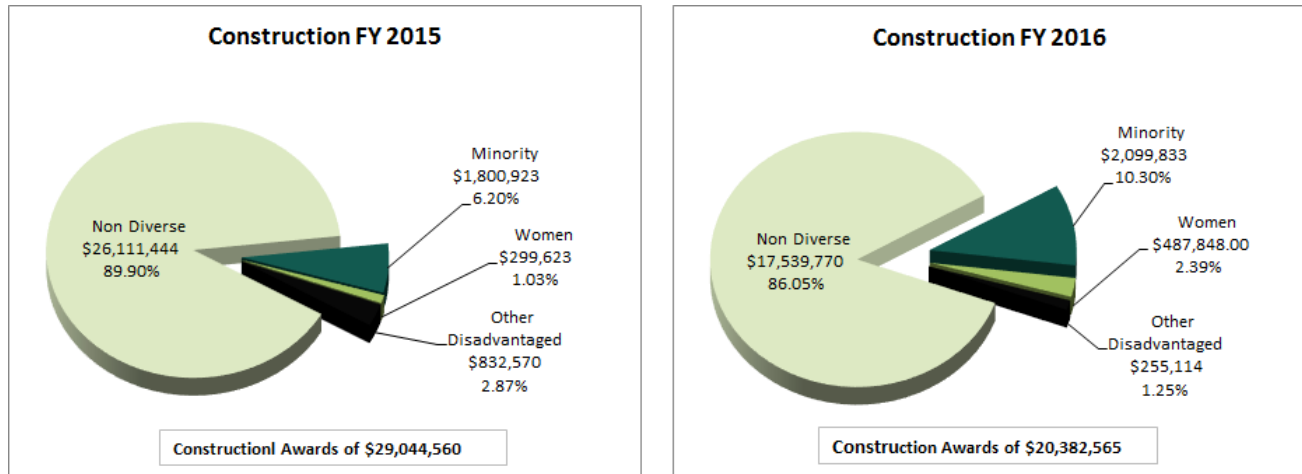


B. CONSTRUCTION AND PROFESSIONAL SERVICE CONTRACTS RELATED TO CONSTRUCTION

Total dollars awarded for all construction and architectural or engineering service contracts (primary and subcontracts) amounted to \$20.4 Million in FY 2016, compared to \$29.0 million in FY 2015. In FY 2016, \$2.1 million was awarded to minority-owned construction businesses, compared to \$1.8 million in FY 2015. Women-owned construction firms captured \$.5 million in FY 2016, compared to \$0.3 million in FY 2015.

Comparison of Total Construction Contract Awards

(Charts 15 and 16)

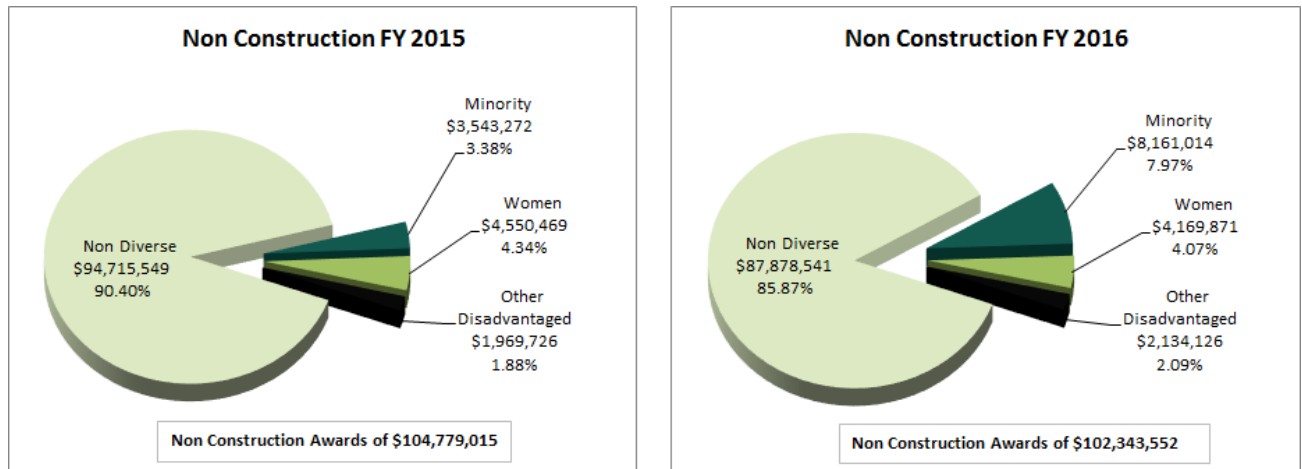


C. GENERAL PURCHASING (Non- Construction Goods and Services)

Funds expended on non-construction purchases of goods and services decreased from \$104.8 million in FY2015 to \$102.3 million in FY2016. In FY 2016, \$8.2 million was awarded to minority-owned businesses, compared to \$3.5 million in FY 2015. Women-owned firms were awarded \$4.2 million in FY 2016, compared to \$4.5 million in FY 2015. Combined, this represents a significant increase in non-construction spending with diverse businesses, to a total of \$12.3 million or 12%.

Comparison of Total General Purchasing Awards

(Charts 17 and 18)

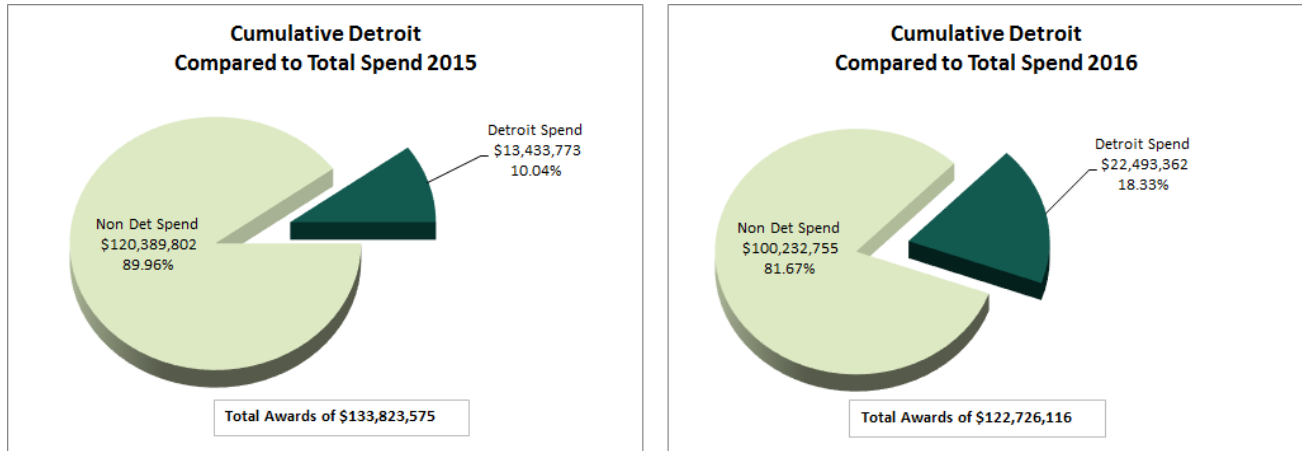


DETROIT-BASED BUSINESS

In the last few years, Procurement began monitoring the level of spend with Detroit-based businesses. This measurement is largely a result of our initiatives with the Midtown Anchors and the Detroit Economic Growth Corporation. The level of spend with Detroit-based businesses, including sub-awards and purchases made through Aramark, is at \$22.5 million or 18.3% in 2016, as compared to \$13.4 million or 10% in 2015.

Comparison of Detroit-Based Business Awards

(Charts 19 and 20)



D. OUTSIDE COUNSEL FEES

Wayne State University made direct payments in outside counsel fees in the gross amount of \$1,550,730 of which \$1,102,146 supported patents, licenses and technology transfers and \$448,584 was for all other legal matters. The Office of the General Counsel received reimbursements in the amount of \$442,232. Wayne also authorized payments to outside counsel through the Michigan University Self-Insurance Corporation (MUSIC) in the amount of \$790,492.

Direct payments in the amount of \$119,968 and MUSIC payments in the amount of \$102,477 were made to women and minority-owned law firms. Overall, women-owned/partner firms were paid \$99,599 and minority-owned firms were paid \$122,846.

2014-2016 Supplier Diversity

As of 12/31/2016 – (Table 30)

Year	Construction		General Purchasing		Legal Fees	
	Minority	Women	Minority	Women	Minority	Women
2014	4.8%	2.7%	1.9%	2.3%	16.8%	3.5%
2015	1.3%	0.2%	2.6%	3.4%	17.3%	6.6%
2016	1.7%	0.4%	6.6%	3.4%	7.9%	6.4%

E. OTHER SUPPLIER DIVERSITY PROGRAM INITIATIVES

Michigan Minority Supplier Development Council (MMSDC)

The MMSDC continues to recognize Wayne State as a leader in supplier diversity for actively engaging with and extending business opportunities to the minority and women-owned business enterprise community. In October 2015, Wayne State University again received the MMBDC Corporation of the Year – Government & Education Sector Award, The last time this award was given out. This was also the thirteenth time the University had been so honored in the last 16 years.

Project ONE Initiative

Wayne State partners with PNC Bank in co-chairing an MMSDC Project ONE team, to bring a select group of corporations and minority-owned businesses together. The purpose of the team is to provide mentoring, guidance, referrals, and business support to the 8 to 10 minority firms participating on our team. Wayne State hosts these meetings on our main campus on a monthly basis. Other corporations included on the team are AAA Michigan, Butzel Long, DTE Energy, Inland Press, and Madison Electric. The team is one of approximately 10 teams throughout southeast Michigan that operate under the direction of the MMSDC.

Council of Supplier Diversity Professionals (CSDP)

Wayne State is a member of the Council of Supplier Diversity Professionals, an exclusive organization established in 1988 for the purpose of sharing information, ideas, and best practices related to supplier diversity and to the growth and development of minority and women-owned businesses. Kenneth Doherty, AVP of Procurement & Strategic Sourcing, serves on its Board of Directors, a position he has held since 2009. Membership in this Council gives us additional access to vendor referrals, seminars, and workshops that expand and enhance the Wayne State supplier diversity program.

Great Lakes Woman's Business Council

Wayne State is also a member of the Great Lakes Women's Business Council. Membership in this organization provides the University with access to the strongest and most active women business owners. Through their training and certification programs, they help strengthen the business of local WBEs. In 2016, the University received an Excellence in Supplier Diversity Award in the category of Emerging, the first time the University was so recognized by the Council. As shown in Charts 14-19, our expenditures with women owned companies make up a significant portion of our diversity spend.

Small & Diverse Business Workshops

The University has a strong presence in the business community. Our goal is to educate small and diverse business owners on business opportunities at Wayne State. The university is actively engaged in a wide variety of conferences and workshops, such as:

- The Asian Pacific American Chamber of Commerce (APACC) East-West Conference in March 2016,
- The Michigan Minority Procurement Conference in May 2016,
- The Turner School of Construction Management for small and diverse contractors in May 2016,
- The Pure Michigan Business Connect – Flint Matchmaking Summit in September 2016,
- The 16th annual Great Lakes Women’s Business Conference in September 2016,
- The Macomb Community College PTAC - Meet the Buyers event in August 2016, and
- The MMSDC Ace Awards ceremony in October 2016.

D2D Program

The University is one of the charter members of the D2D (Detroit to Detroit) business initiative, designed to promote and increase spending with Detroit-based businesses. This initiative has been built upon the momentum gained with the Midtown Buy in Detroit initiative in which WSU participated from 2010 through 2012. There are presently 18 corporations in the D2D Buyers’ Council. Wayne State participated in the 2nd annual D2D Matchmaking Event in February 2016.

IV. HIGHLIGHTS OF OFFICE OF EQUAL OPPORTUNITY ACTIVITIES

The Office of Equal Opportunity is led by a Director and staffed by two Equal Opportunity Specialists. The professional staff is supported by a Lead Secretary and a student assistant.

The OEO serves as the ADA Title I Coordinator for Wayne. In this role, the OEO evaluates disability accommodation requests from employees, and serves as a resource regarding issues of accessibility on campus. The OEO Director also serves on the ADA Advisory Committee to address issues of accessibility at Wayne.

Until October 2015, the OEO Director was designated as the Title IX Coordinator for Wayne, providing coordination for those reports of sex discrimination protected under the federal law and investigation of incidents that allege violations of Wayne’s non-discrimination and harassment policies. The role of Interim Title IX Coordinator was assumed by the General Counsel’s Office in October 2015 with the role to be returned to OEO upon the hiring and appropriate training of a designated Equal Opportunity Specialist. A designated specialist was hired by OEO in 2016 and is currently being trained to assume the role of Title IX Coordinator. The OEO serves as a resource promoting access and equal opportunity within the University. In 2016, the OEO continued its joint efforts with the Office of General Counsel and the Dean of Students Office to provide training to academic units and staff on the duties, responsibilities, and rights that members of the University community have with respect to Title IX and its protections. The three offices also launched a 2016 Campus Climate Survey with the purpose of identifying student perceptions, knowledge and attitudes relevant to sexual assault. The climate survey will assist WSU with awareness, training, prevention and response efforts.

Training and outreach efforts are emphasized to promote a diverse environment. The OEO provides sexual harassment and diversity training to various departments across WSU campus.

Additionally, through the use of Faculty Search Committee Training to schools and colleges, the OEO and Chief Diversity Officer combined efforts to provide search committees with training tools to recruit and evaluate qualified, diverse pools of applicants. The OEO also partnered with the Provost Office and C&IT to automate the Tenure/Tenure Tract Faculty Hiring Plan. This automation further promotes diverse faculty hiring initiatives, maintains hiring data in electronic fashion, and provides real-time data compilation and reporting capabilities.

PROPOSAL 2

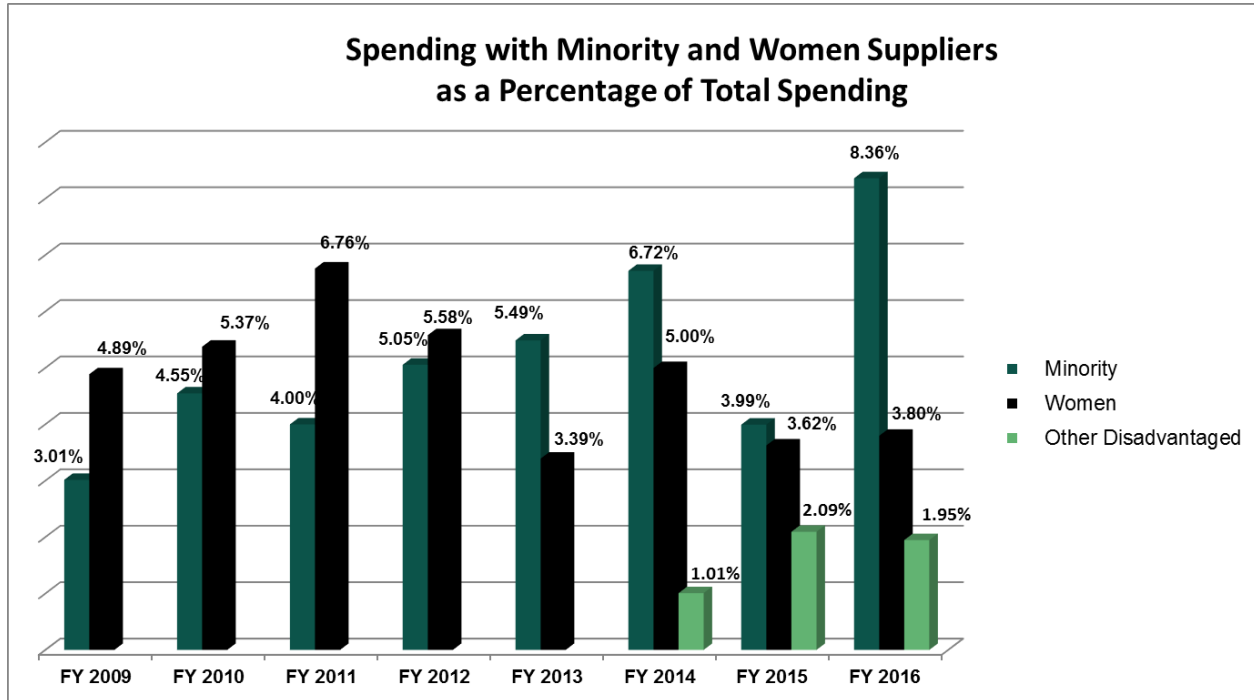
The “Michigan Civil Rights Initiative,” commonly known as “Proposal 2,” was a ballot initiative that became Michigan law on December 22, 2006. The ballot proposal amended the Michigan Constitution to become Article I, Section 26 to bar the use of “preferences” based on race, sex, color, ethnicity or national origin in public employment, contracting, or education.

Proposal 2 does not prohibit Federal contractors from “action that must be taken to establish or maintain eligibility, as a Federal contractor.” As a federal contractor, Wayne must comply with the affirmative action efforts in hiring set forth in Executive Order 11246. It is worth noting that as used in Executive Order 11246; “affirmative action” is a term of art similar to “equal opportunity” and does not have the scope traditionally attached to the term.

Spending on minority suppliers dropped significantly in the years immediately after Proposal 2 took effect. While spending on minority suppliers has since made modest incremental gains, it has not yet reached pre-Proposal 2 levels. Spending with women vendors has fluctuated significantly. In Chart 21, we see the trend on spending with women and minority vendors since the enactment of Proposal 2.

Spending with Minority and Women Suppliers as a Percentage of Total Spending

(Chart 21)



APPENDICES

I. Definition of EEO Job Categories

- **Executive, Administrative and Managerial**

Persons whose assignments require *primary* and major responsibility for management of the institution, or a customarily recognized department or subdivision. Assignments require the performance of work directly related to management policies or general business operations of the institution department or subdivision, etc. Reported in this category are employees holding such positions as president, vice president, dean, director or the equivalent, as well as management employees such as associate and assistant deans, division and academic department heads (chairs), or the equivalent if their principal responsibilities are administrative in nature.

- **Faculty (Instruction / Research / Public Service)**

Persons whose principal responsibilities customarily are for the purpose of instruction, research or public service and who hold academic-rank titles of professor, associate professor, assistant professor, instructor, lecturer or the equivalent. Reported in this category are deans, directors or the equivalent, as well as associate deans, assistant deans and executive officers of academic departments (chairs, heads, or the equivalent). This definition does not include student teaching or research assistants or medical interns or residents.

- **Other Professionals (Support / Service)**

Persons employed for the primary purpose of performing academic support, student service and institutional support activities, and whose assignments would require either college graduation or experience that would provide a comparable background. Includes positions such as librarians, accountants, personnel professionals, counselors, systems analysts, coaches and assistant general counsel.

- **Clerical / Secretarial**

Includes administrative support occupations, including all clerical-type work regardless of level of difficulty, where the activities are predominately non-manual, though some manual work not directly involved with altering or transporting the products is included.

- **Technical / Paraprofessional**

Persons whose assignments require special knowledge or skills that may be acquired through experience or academic work as offered in many two-year technical institutions and junior colleges, or through equivalent on-the-job training. Includes computer programmers and operators, drafters, engineering aides, junior engineers, mathematical aides, licensed practical or vocational nurses, dietitians, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical sciences), and similar occupational-activity categories that are institutionally defined as technical assignments.

- **Skilled Trades / Crafts**

Persons whose assignments typically require special manual skills, and a thorough and comprehensive knowledge of the processes involved in the work, as acquired through on-the-job training and experience, or through apprenticeship or other formal training programs. Includes mechanical operators and repairers, electricians, stationary engineers, skilled machinists, carpenters, compositors and typesetters, and upholsterers.

- **Service / Maintenance**

Persons whose assignments require limited degrees of previously acquired skills and knowledge. Persons who perform duties that result in or contribute to the comfort, convenience and hygiene of personnel and students, or that contribute to the upkeep and care of buildings, facilities or grounds of the institution. Includes chauffeurs, laundry and dry-cleaning operators, cafeteria and restaurant workers, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundskeepers, refuse collectors, construction laborers and security personnel.

II. Definition of Standard Occupational Classification (SOC) System

The 2010 Standard Occupational Classification (SOC) System¹⁴ is used by Federal statistical agencies to classify workers and jobs into occupational categories for the purpose of collecting, calculating, analyzing, or disseminating data. The SOC is designed to reflect the current occupational structure of the United States; it classifies all occupations in which work is performed for pay or profit. The SOC covers all jobs in the national economy, including occupations in the public, private, and military sectors. All Federal

¹⁴ http://www.bls.gov/soc/soc_2010_user_guide.pdf

agencies that publish occupational data for statistical purposes are required to use the SOC to increase data comparability across Federal programs.

The occupations in the SOC are classified at four levels of aggregation to suit the needs of various data users: major group, minor group, broad occupation, and detailed occupation. Each lower level of detail identifies a more specific group of occupations. The 23 major groups, listed below are divided into 97 minor groups, 461 broad occupations, and 840 detailed occupations.

2010 SOC Major Groups

<i>Code</i>	<i>Title</i>
11-0000	Management Occupations
13-0000	Business and Financial Operations Occupations
15-0000	Computer and Mathematical Occupations
17-0000	Architecture and Engineering Occupations
19-0000	Life, Physical, and Social Science Occupations
21-0000	Community and Social Service Occupations
23-0000	Legal Occupations
25-0000	Education, Training, and Library Occupations
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations
29-0000	Healthcare Practitioners and Technical Occupations
31-0000	Healthcare Support Occupations
33-0000	Protective Service Occupations
35-0000	Food Preparation and Serving Related Occupations
37-0000	Building and Grounds Cleaning and Maintenance Occupations
39-0000	Personal Care and Service Occupations
41-0000	Sales and Related Occupations
43-0000	Office and Administrative Support Occupations
45-0000	Farming, Fishing, and Forestry Occupations
47-0000	Construction and Extraction Occupations
49-0000	Installation, Maintenance, and Repair Occupations
51-0000	Production Occupations
53-0000	Transportation and Material Moving Occupations
55-0000	Military Specific Occupations

III. OEO Responsibilities

The Office of Equal Opportunity is responsible for the following:

- Developing policy statements, Affirmative Action Plan programs, methods, and internal and external communication techniques. Policies and procedures will continue to be developed to ensure an efficient and positive interaction between the Office of Equal Opportunity and managers charged with hiring staff.
- Assisting management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and equal employment opportunity (“EEO”) policies and procedures.

- Designing and implementing monitoring and reporting methods to measure the effectiveness of Wayne's program; to indicate need for remedial action; and to determine the degree to which Wayne's goals and objectives are being met.
- Providing management a working understanding of the goals and objectives in Wayne's Affirmative Action Plan.
- Meeting with managers, supervisors, and employees to assure that Wayne's EEO policies are being followed.
- Acting as a liaison between Wayne and enforcement agencies.
- Acting as a liaison between Wayne and appropriate minority and women's organizations and community action groups concerned with employment opportunities for minorities and women.
- Supporting contact between Wayne and predominately female and minority high schools, colleges, and technical schools in the area as needed.
- Keeping management informed of developments in the EEO and affirmative action field.
- Conducting a periodic audit to ensure that Wayne complies in the following ways:
 - Making sure EEO posters are properly displayed.
 - Making sure that all University employees have the opportunity and are encouraged to participate in University-sponsored educational, training, recreational and social activities.

IV. Definition of Terms - EEOC

American Indian or Alaskan Native (Not Hispanic or Latino): A person having origins in any of the original peoples of North America, South America (including Central America), and who maintain tribal affiliation or community attachment.

Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American: A person having origins in any of the black racial groups of Africa, but not Hispanic.

Caucasian or White: A person who is not included in any of the four ethnic identifications listed above.

Hispanic or Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Native Hawaiian or Other Pacific Islander: A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Disability: Defined by both state and federal law. Generally, refers to a person who has a physical or mental impairment that substantially limits one or more major life activities, or has a record of such impairment, or is regarded as having such impairment. In the first instance, disability status is self-identified by faculty, staff and students.

V. Academic Classifications

Professor: Includes full professor, distinguished professor, visiting professor, university professor, and professor (clinical), professor (research).

Associate Professor: Includes visiting associate professor, associate professor (clinical), associate professor (research).

Assistant Professor: Includes visiting assistant professor, assistant professor (clinical), assistant professor (research).

VI. Other Employee Definitions

Full-time Employee: Academic staff and non-academic employees whose assignments add up to a full-time equivalency ("FTE") of 1.0.

Full-time Faculty: Faculty whose assignments are tenure or non-tenure system with a FTE of .50 or above.

Tenure-System Faculty: Faculty appointed to the tenure-system or granted tenure by Board of Governors Statute. Faculty in the tenure-system may hold an academic rank of Professor, Associate Professor and Assistant Professor.

Fractional-time Employee: Academic and non-academic employees whose assignments add up to a FTE of 0.50 to 0.99.

Casual or Part-time Employee: Academic and non-academic employees whose assignments add up to 0.49 or less assignments add up to 0.49 or less.

VII. 2015 Data Tables

2015 Total Full-time Academic and Non Academic Employee Headcount

As of 12/31/2016 – (Table 31)

Category	2015 Total	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities	Unknown	Women
Faculty	1,680	112 6.7%	371 22.1%	39 2.3%	2 0.1%	3 0.2%	6 0.4%	533 32%	18 1.1%	694 41%
Exec/Admin/ Managerial	284	51 18.0%	11 3.9%	7 2.5%	1 0.4%	0	1 0.4%	71 25.0%	0	146 51%
Other Professionals	2,174	493 22.7%	350 16.1%	65 3.0%	7 0.3%	2 0.1%	25 1.1%	942 43.3%	21 1.0%	1,344 62%
Technical/ Paraprofessional	80	16 20.0%	2 2.5%	3 3.8%	0	0	1	22 27.5%	0	35 44%
Clerical/ Secretarial	312	207 66.3%	3 1.0%	6 2%	0 0.0%	0	6 1.9%	222 71.2%	1 0.3%	273 88%
Skilled Crafts	107	36 33.6%	2 1.9%	2 1.9%	0	0	0	40 37.4%	1 0.9%	6 6%
Service/ Maintenance	290	215 74.1%	1 0.3%	8 2.8%	0 0.0%	0	1 0.3%	225 77.6%	0	112 39%
TOTALS	4,927	1,130 22.9%	740 15.0%	130 2.6%	10 0.2%	5 0.1%	40 0.8%	2,055 41.7%	41 0.8%	2,610 53.0%

2015 Full-time Faculty - Tenure and Non-Tenure System

As of 12/31/2016 – (Table 32)

Minority Group/Gender	Tenure System		Non-tenure System		Totals	
	Number	Percent	Number	Percent	Number	Percent
Faculty Total: 2015	965	57.44%	715	42.6%	1,680	100%
Black	43	4.5%	69	9.7%	112	6.7%
Asian	223	23.1%	148	20.7%	371	22.1%
Hispanic	28	2.9%	11	1.5%	39	2.3%
American Indian/ Alaskan Native	1	0.1%	1	0.1%	2	0.1%
Native Hawaiian/Other Pacific Islander	0	0.0%	3	0.4%	3	0.2%
Two or More Races	4	0.4%	2	0.3%	6	0.4%
Total Minorities	299	31.0%	234	32.7%	533	33%
Unknown	13	1.3%	5	0.7%	18	1.1%
Women	323	33.5%	371	51.9%	694	41%

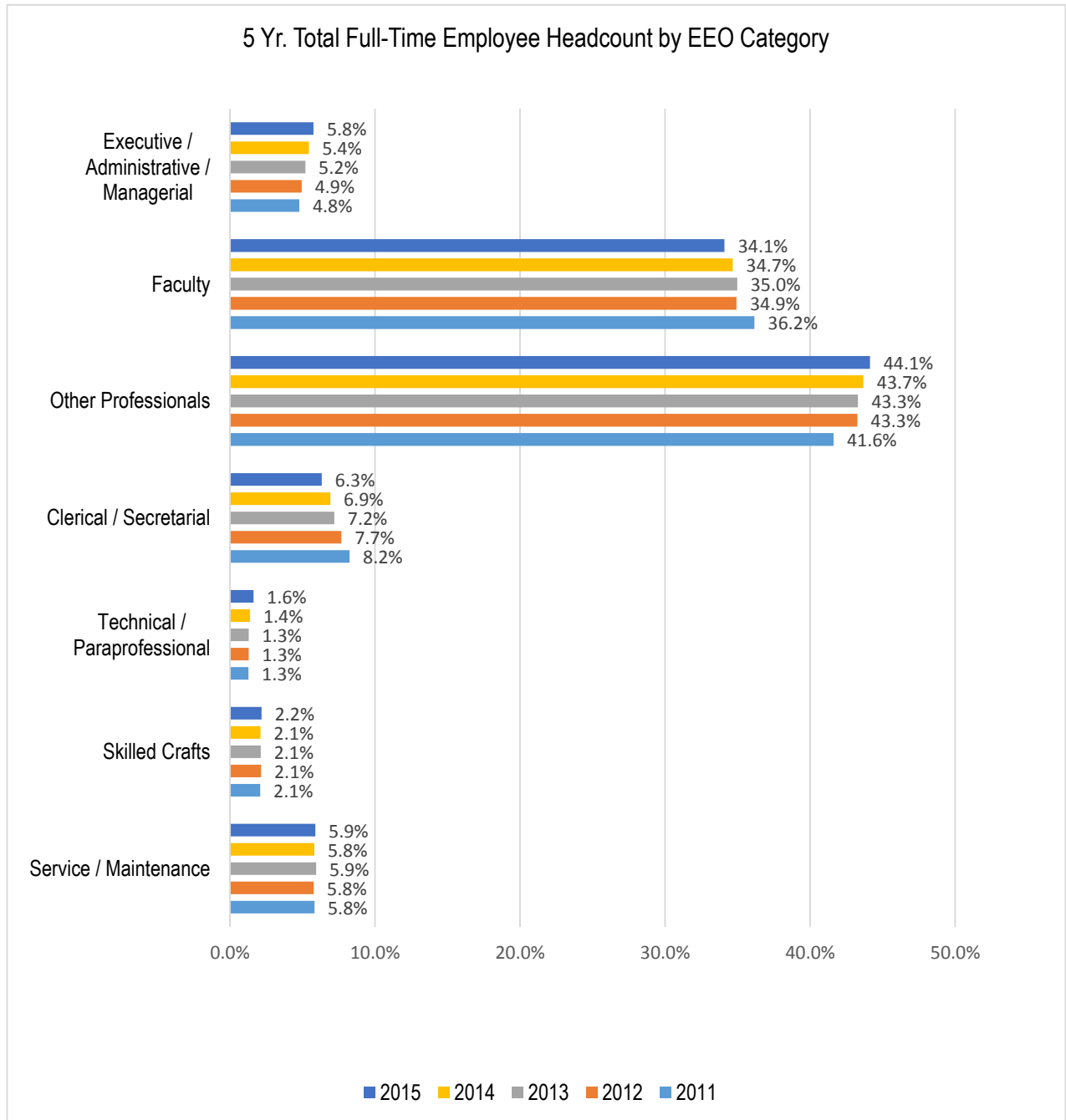
2015 Total Tenure System Faculty by Rank

As of 12/31/2016 (Table 33)

Academic Rank	2015 Faculty Total	Black	Asian	Hispanic	American/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	Total Minorities	Unknown	Women
Professor	404 41.9%	12 3.0%	82 20.3%	9 2.2%	0	0	0	103 25.5%	2 0.5%	90 22.3%
Associate Professor	339 35.1%	24 7%	78 23.0%	10 2.9%	0	0	0	112 33.0%	2 0.6%	125 36.9%
Assistant Professor	222 23.0%	7 3.2%	63 28%	9 4.1%	1 0.5%	0	4 1.8%	84 37.8%	9 4.1%	108 48.6%
Totals	965	43 4.5%	223 23.1%	28 2.9%	1 0.1%	0 0.0%	4 0.4%	299 31.0%	13 1.3%	323 33.5%

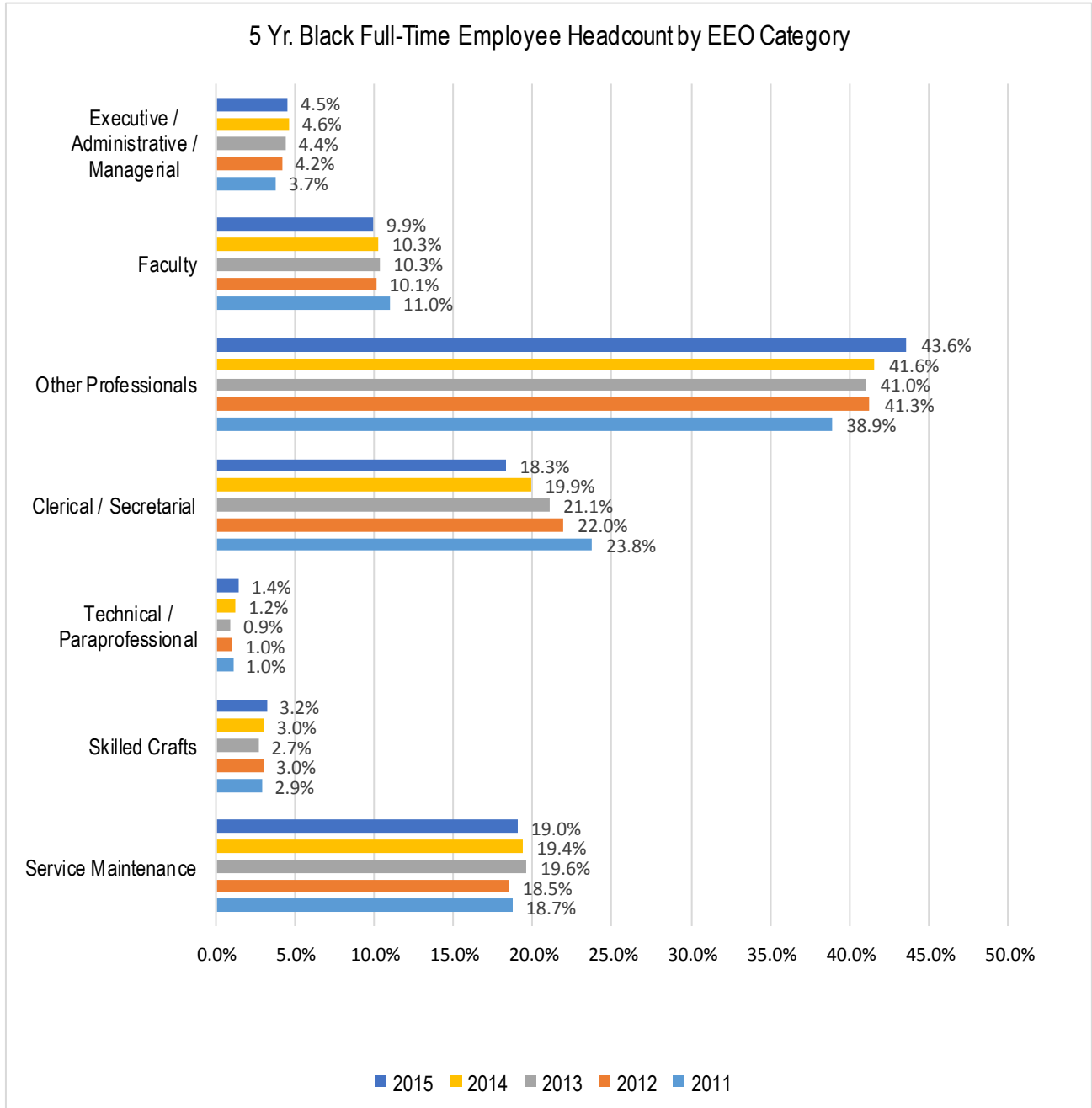
VIII. Five Year Comparison Graphs – 2011-2015

Total Employee Headcount by EEO Category – Academic and Non-Academic Full-time (Chart 22)



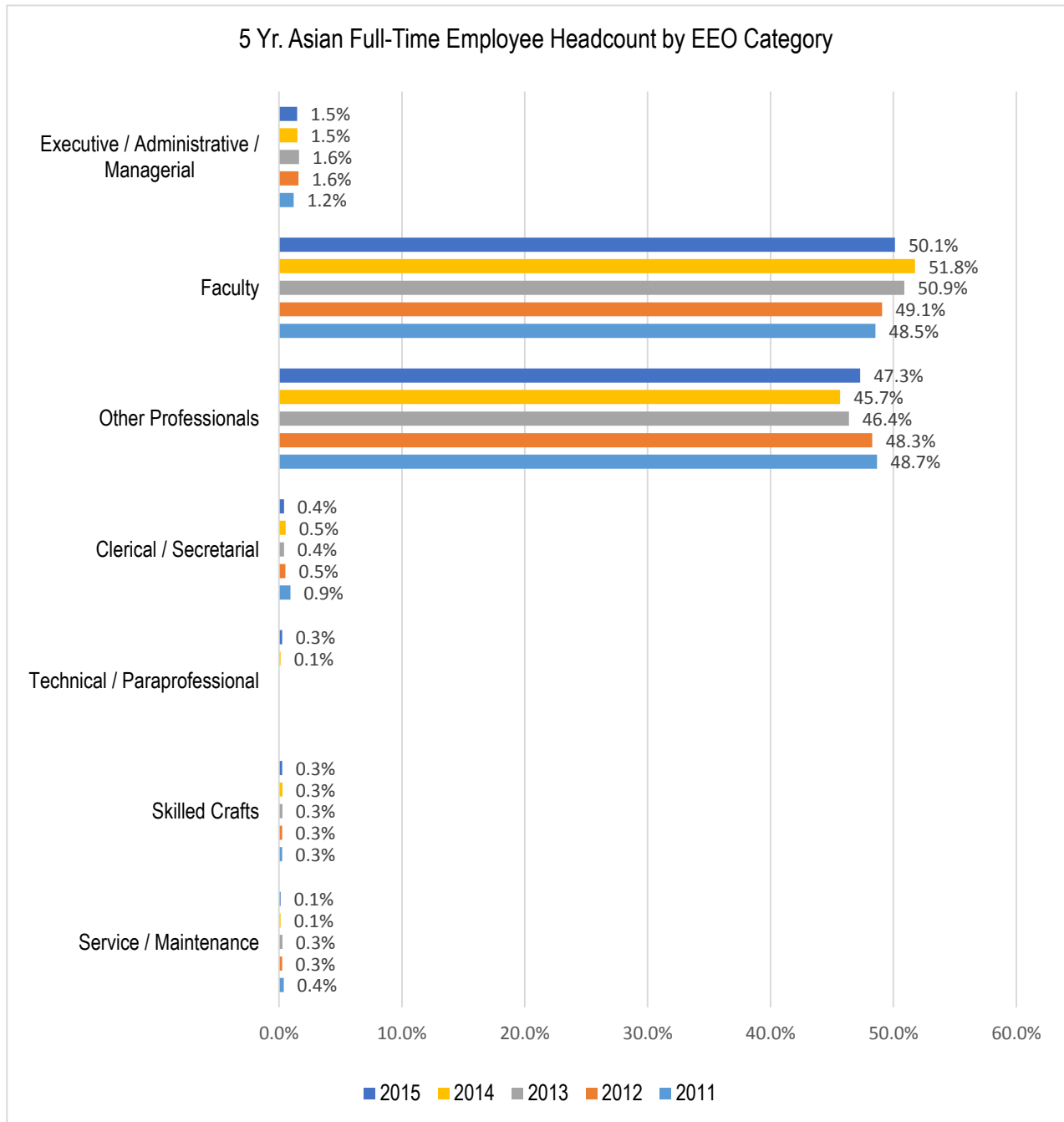
Black Full-time Employee Headcount by EEO Category – Academic and Non-Academic Full-time

(Chart 23)



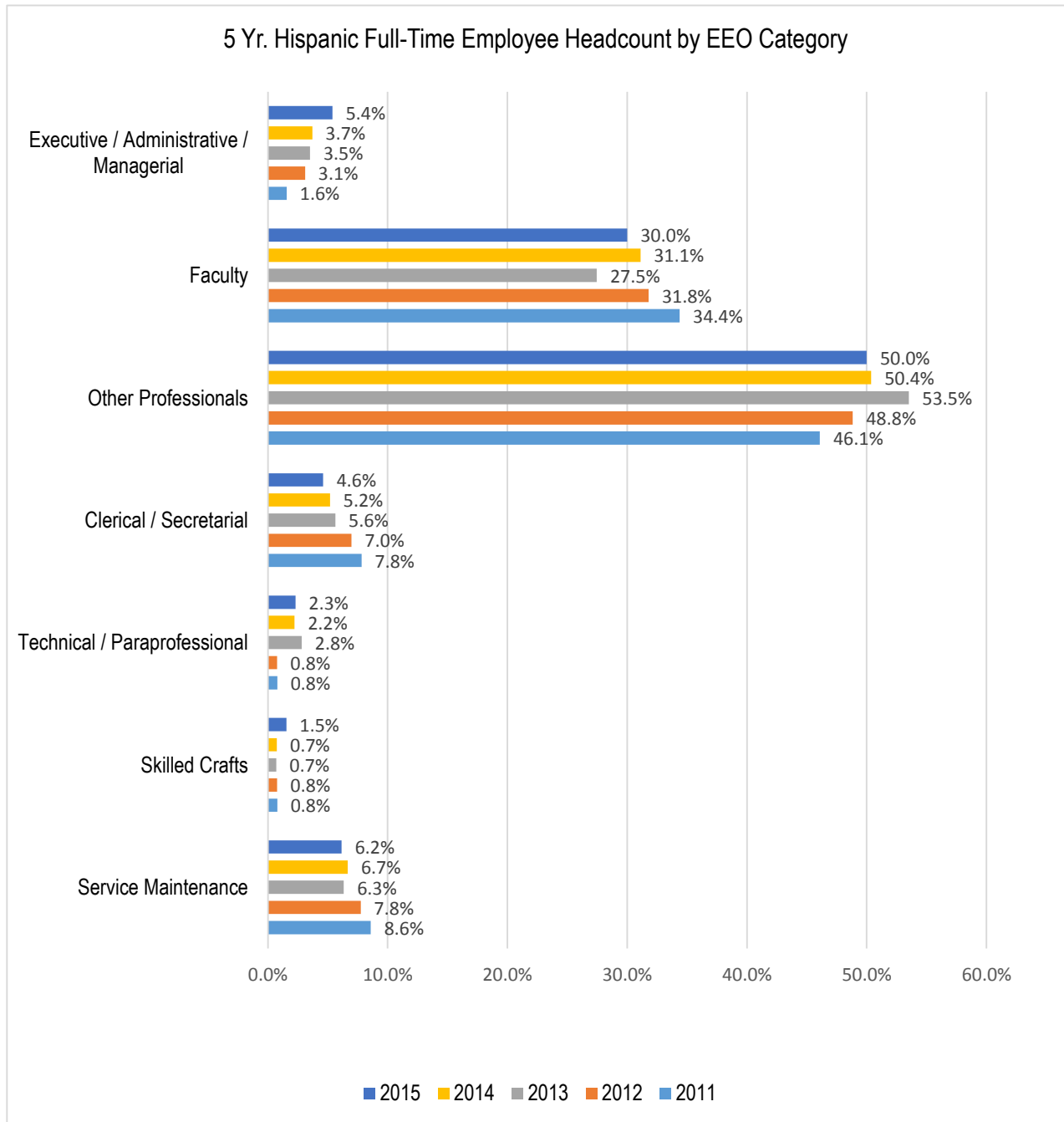
Asian Full-time Employee Headcount by EEO Category – Academic and Non-Academic Full-time

(Chart 24)



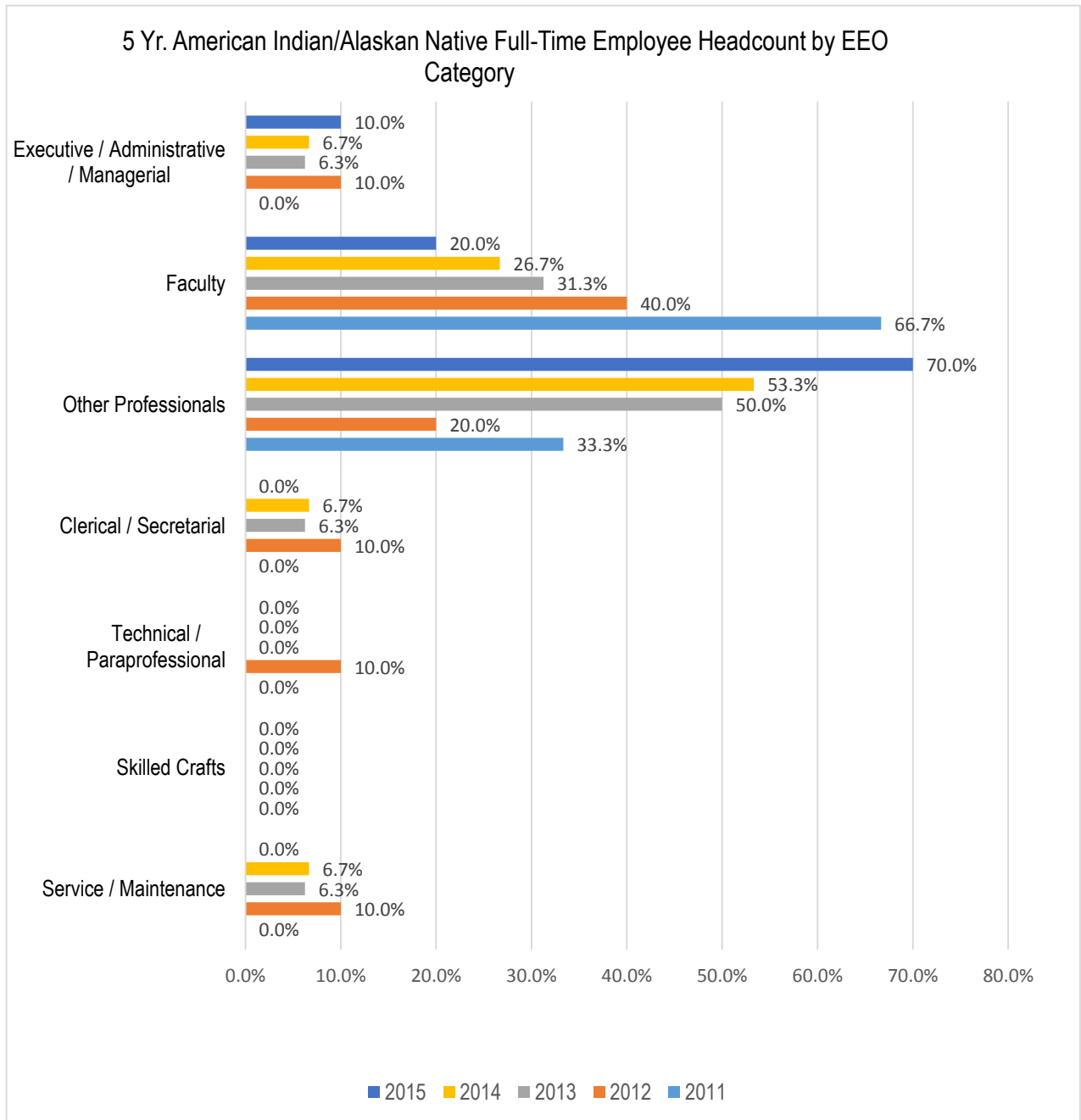
Hispanic Full-time Employee Headcount by EEO Category – Academic and Non-Academic Full-time

(Chart 25)



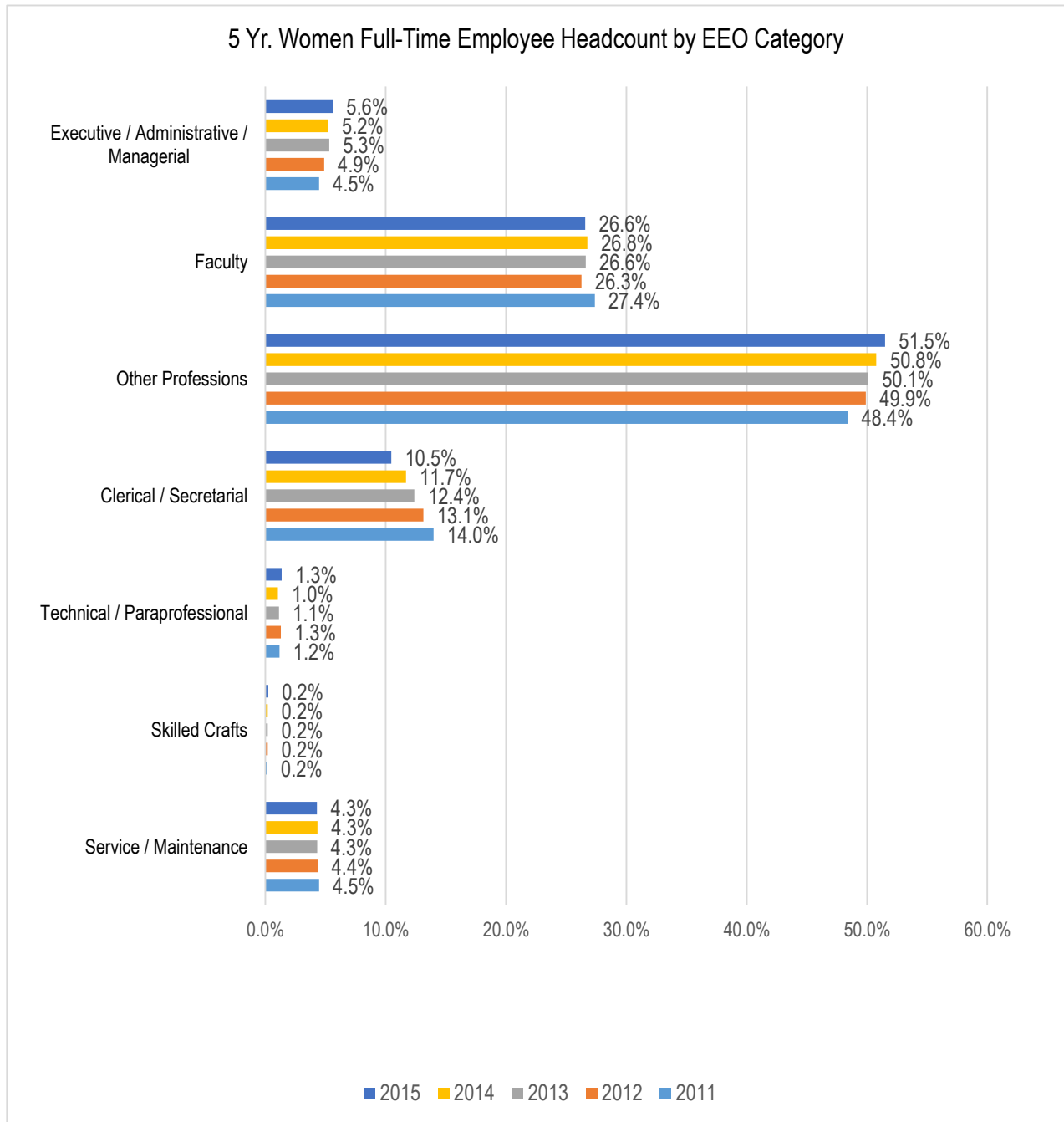
American Indian/Alaskan Native Full-time Employee Headcount by EEO Category – Academic and Non-Academic Full-time

(Chart 26)



Women Full-time Employee Headcount by EEO Category – Academic and Non-Academic Full-time

(Chart 27)



IX. Summary of Tables and Charts

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