



# **ANNUAL REPORT**

January 31, 2014

## **OFFICE OF EQUAL OPPORTUNITY**

Kim D. Kirkland, Ed.D., Director

**What matters. Where it matters.**

## Office of Equal Opportunity Staff



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The Office of Equal Opportunity is pleased to introduce two senior investigators to our staff:

**Ginger Arvin** brings 20 years of IPS experience, Title IX expertise, and chaired IPS's Bullying Prevention and Intervention Committee.

**Jessica DellaRosa** directed a multi-layered police department while serving 20 years in the U.S. Air Force where she conducted hundreds of investigations on a variety of issues and crimes while maintaining a 95% solve rate.



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## Campus Impact

The Office of Equal Opportunity, also referred to in this report as OEO, is responsible for monitoring compliance with the University's equal opportunity, anti-discrimination and anti-harassment policies as well as federal and state laws and regulations; investigating and resolving complaints of discrimination and harassment on the basis of gender, sexual orientation, race, color, religion, national origin, ancestry, disability, age or veteran status; monitoring institutional employment practices and procedures; and conducting training programs and presentations on Equal Opportunity/Affirmative Action – racial discrimination, sexual harassment and a wide range of diversity programs and workshops. OEO strives to ensure the most wholesome and productive learning and working environment for students, faculty and staff. Individuals who believe they have been unlawfully harassed or discriminated against are encouraged to contact us.

OEO staff members serve on various University committees as well as local and national committees including the Equal Opportunity Council, Committee for People with Disabilities, Behavioral Consultation Team, Faculty Behavior Concerns Task Force, Sexual Assault Prevention, Intervention and Response Task Force, IUPUI Diversity Cabinet, Diversity Cabinet Sub-committee, Diversity Dialogue Group, Diversity Management Committee, Diversity Officers Committee, Inclusion Task Force, IUPUC Diversity Cabinet, Indiana Diversity Roundtable, Intergroup Dialogue, School of Nursing's Diversity and Enrichment Committee, IUPUI Athletics Diversity Advocacy Committee, Staff Council, Human Resources Advisory Committee, Women's Advisory Council, IUPUI United Way Campaign, American Association for Affirmative Action Professionals and the Ohio Diversity Committee.

Primary responsibilities of the IUPUI Office of Equal Opportunity include:

- Affirmative Action plans for women, minorities, veterans and individuals with a disability
- Employment monitoring
- Investigating complaints of harassment and/or discrimination
- Reasonable accommodations
- Program development and training
- Liaison to federal and state agencies on matters involving EEO/AA practices, policies, and charges of discrimination.

### I. **AFFIRMATIVE ACTION PLAN**

Development of the IUPUI Affirmative Action Plan (AAP) is one of the OEO's primary responsibilities. The AAP is a snap-shot of the University's workforce that includes the following components:

- Workforce Analysis – representation of women and minorities across organizational units.

- Job Group Analysis – summarizes the workforce by a set of broad occupational categories – grouping job titles with similar job content, similar pay, and similar promotional and/or developmental opportunities.
- Availability – looks at the current workforce by job group as compared to individuals available in the workforce based on U.S. census data, graduation statistics, the internal labor pool, and other sources.
- Comparison of Incumbency to Availability – compares the current representation of women and minorities in the workforce to availability estimates to determine where we need to make greater efforts to reach parity and diversify the workforce.
- Goal Setting – goals are set for job groups where the incumbency and availability statistics are significantly different. The OEO meets with each dean/vice chancellor/major unit leader to review their current workforce profile, identify opportunities for recruitment in the immediate future, discuss efforts and strategies to address workforce goals for women and minorities, and review progress toward prior year's goals. As you will note in the table below, while there may NOT be a minority goal in the overall job groups, there may be a goal within the minority sub-group(s). Likewise, while there may not be a goal at the campus level, there may be a goal within the female and/or minority job groups within individual schools or units.

### IUPUI's Annual Placement Goals

IUPUI's Annual Placement Goals (%)								
Job Group	Fem.	Min.	Black	Hisp.	Asian	Nat. Am.	NHOPI	Two+
Tenure/TT Faculty & Library	<b>44.00</b>	20.00	<b>5.00</b>	<b>4.00</b>	11.00	0.00	0.00	0.00
Clinical & FT Non-T Faculty	43.00	23.00	5.00	<b>4.00</b>	14.00	0.00	0.00	0.00
Other Academic: Visitors & PT	45.00	19.00	6.00	<b>4.00</b>	9.00	0.00	0.00	0.00
Executive Management	43.26	19.95	5.05	<b>4.17</b>	<b>10.67</b>	0.04	0.01	0.02
Professional Staff	59.26	12.29	6.35	<b>2.48</b>	2.79	<b>0.35</b>	0.03	0.30
Clerical Staff	84.63	19.57	14.64	<b>2.68</b>	1.22	<b>0.70</b>	0.00	0.33
Technical Staff	58.71	20.22	13.59	<b>3.14</b>	2.53	<b>0.68</b>	0.00	0.28
Skilled Craft	6.51	12.42	8.13	<b>2.99</b>	<b>0.96</b>	0.21	0.00	0.13
Service Maintenance	29.85	35.75	22.80	<b>11.07</b>	0.89	<b>0.64</b>	0.13	0.21

**Bold red percentages indicate campus goals where underutilization exists**

- Unit Action Plan – each dean, vice chancellor or senior leader of a major unit submits a Unit Action Plan (UAP) to the office describing major efforts and strategies for reaching identified goals. The UAP should address specific outreach efforts to recruit female and minority faculty and staff, professional development opportunities for them, opportunities for recruitment which are anticipated over the next several years, and link components of the plan to IUPUI's diversity performance indicators, if relevant.



- Underutilization – is defined as having fewer minorities or women in a particular job group than what would be reasonably expected by their availability in the relevant job market. Three tests determine underutilization:
  1. Any Difference Rule – any difference between the availability of women or minorities in the relevant job market compared to their percentages in the employer's actual workforce.
  2. Two-Standard Deviation Rule – the current workforce percentage of a protected group (women or minorities) cannot vary from the availability analysis percentage by more than two standard deviations.
  3. The 80% Rule – underutilization exists if the percentage of women and/or minorities in a particular job group is less than 80% of the final availability percentage. IUPUI currently uses the 80% rule test. The Ratio =  $(W/A) \times 100$ . For example, if the workforce = 20% female and availability = 23% female, then the Ratio =  $(20/23) \times 100 = 86.96\%$ . In this example, underutilization does not exist because the ratio exceeds 80%. Anything less than 80% would be considered underutilization if the percentage equated to 100% full time employee or whole person.

## Incumbency vs. Availability (Utilization) Analysis

Job Group	Category	Incumbency No.	Incumbency %	Availability %	Less than 80%
Tenure/Tenure-Track Faculty and Librarian	Female	490	34.73	44.00	Yes
	Minority	377	26.72	20.00	
	Black	56	3.97	5.00	Yes
	Hispanic	30	2.13	4.00	Yes
	Asian	258	18.28	11.00	
	AmIndian	2	0.14	0.00	
	NHOPI	1	0.07	0.00	
	Two+	30	2.13	0.00	
<i>Total – 1,411</i>					
Clinical and Full Time Non-tenured Faculty	Female	613	45.51	43.00	
	Minority	300	22.27	23.00	
	Black	54	4.01	5.00	
	Hispanic	30	2.23	4.00	Yes
	Asian	197	14.63	14.00	
	AmIndian	0	0.00	0.00	
	NHOPI	4	0.30	0.00	
	Two+	15	1.11	0.00	
<i>Total – 1,347</i>					
Other Academic: Visitors and Part Time	Female	913	52.87	45.00	
	Minority	443	25.65	19.00	
	Black	97	5.62	6.00	
	Hispanic	40	2.32	4.00	Yes
	Asian	278	16.10	9.00	
	AmIndian	6	0.35	0.00	
	NHOPI	0	0.00	0.00	
	Two+	22	1.27	0.00	
<i>Total – 1,727</i>					
Executive Management	Female	50	37.88	43.26	
	Minority	22	16.67	19.95	
	Black	10	7.58	5.05	
	Hispanic	2	1.52	4.17	Yes
	Asian	5	3.79	10.67	Yes
	AmIndian	0	0.00	0.04	
	NHOPI	1	0.76	0.01	
	Two+	4	3.03	0.02	
<i>Total - 132</i>					

The IUPUI Affirmative Action Plan is available on-line at: <http://www.iupui.edu/~oeo/reports/2013AAP.pdf>

### Incumbency vs. Availability (Utilization) Analysis (Cont.)

Job Group	Category	Incumbency No.	Incumbency %	Availability %	Less than 80%
Professional Staff	Female	1523	66.56	59.26	
	Minority	360	15.73	12.29	
	Black	194	8.48	6.35	
	Hispanic	23	1.01	2.48	Yes
	Asian	108	4.72	2.79	
	AmIndian	2	0.09	0.35	Yes
	NHOPI	1	0.04	0.03	
	Two+	32	1.40	0.30	
<i>Total – 2,288</i>					
Clerical Staff	Female	906	92.07	84.63	
	Minority	243	24.70	19.57	
	Black	200	20.33	14.64	
	Hispanic	11	1.12	2.68	Yes
	Asian	17	1.73	1.22	
	AmIndian	4	0.41	0.70	Yes
	NHOPI	0	0.00	0.00	
	Two+	11	1.12	0.33	
<i>Total – 984</i>					
Technical Staff	Female	398	64.61	58.71	
	Minority	161	26.14	20.22	
	Black	79	12.82	13.59	
	Hispanic	10	1.62	3.14	Yes
	Asian	61	9.90	2.53	
	AmIndian	1	0.16	0.68	Yes
	NHOPI	0	0.00	0.00	
	Two+	10	1.62	0.28	
<i>Total – 616</i>					
Skilled Craft	Female	7	6.03	6.514.71	
	Minority	14	12.07	12.42	
	Black	11	9.48	8.13	
	Hispanic	1	0.86	2.99	Yes
	Asian	0	0.00	0.96	Yes
	AmIndian	0	0.00	0.21	
	NHOPI	0	0.00	0.00	
	Two+	2	1.72	0.13	
<i>Total – 116</i>					
Service Maintenance	Female	125	39.94	29.85	
	Minority	208	66.45	35.75	
	Black	184	58.79	22.80	
	Hispanic	11	3.51	11.07	Yes
	Asian	7	2.24	0.89	
	AmIndian	1	0.32	0.64	Yes
	NHOPI	0	0.00	0.13	
	Two+	5	1.60	0.21	
<i>Total – 313</i>					

The IUPUI Affirmative Action Plan is available on-line at: <http://www.iupui.edu/~oeo/reports/2013AAP.pdf>

## II. EMPLOYMENT MONITORING

Analysis of employment activity as it relates to hires, promotions, transfers and separations is required by Department of Labor regulations. The OEO captures and monitors recruitment, referral, screening and appointment activity for each faculty and professional staff vacancy to ensure the continuity and integrity of the hiring process for all academic and professional staff positions. Applicant data are maintained in the University's On-line Application system (U-OLA) for professional staff and the Faculty Applicant Monitoring system (FAM) for faculty. These systems facilitate the search process and ensure compliance with capturing federally required data relative to selection and placement decisions.

While OEO staff members are available to assist search committees with strategies for diversifying the applicant pool, search and screen protocols (SSP) training modules are also available on-line to assist faculty, staff and students in their work as a member of an IUPUI search committee. The link to this web site can be found at <http://www.iupui.edu/~o eo/ssstraining/index.html>, and a resource listing is available at <http://www.iupui.edu/~o eo/documents/recruitresources.pdf> which can help facilitate recruiting efforts in diversifying the applicant pools.

Applicant count in the following summary is based on recruitment for positions appointed during the time period 01/01/13 – 12/31/13. Applicants who applied to positions that were withdrawn are excluded from these numbers since Adverse Impact Analysis can only be conducted against searches that end successfully.

### Summary of Faculty and Professional Staff Recruitment, Appointments and Separations

Faculty				Professional Staff			
	2013	2012	2011		2013	2012	2011
Total Applicants	3,134	3,411	4,713	Total Applicants	21,637	21,990	22,785
Total Appointments	306	294	249	Total Appointments	410	434	359
Total Exceptions Approved	8	8	8	Total Exceptions Approved	7	8	7
Total Exceptions Denied	3	2	0	Total Exceptions Denied	2	2	1
Total Separations	223	195	209	Total Separations	260	272	339
Pending Appointments	9	10	34	Reclassifications	148	142	99
<u>Search Exception</u> <u>Justifications:</u>				<u>Search Exception</u> <u>Justifications:</u>			
Programmatic Need	4	4	6	Programmatic Need	3	4	4
Target of Opportunity	2	2	0	Target of Opportunity	2	1	3
Transfer	0	0	0	Transfer	1	3	0
Spousal Accommodation	2	2	2	Spousal Accommodation	1	0	0

**Note: Faculty data excludes adjuncts, part-time, postdoctoral, visitors and volunteers.**



## 2013 Employment Monitoring Activity By Constituent Group

### Faculty

	Fem.	Male	Unks	Total	Asian	Black	Hisp.	N.Am.	NHOPI	Two+	White	Unk	Total
<b>Applicant</b>	531	906	1,697	<b>3,134</b>	436	120	53	3	0	27	748	1,747	<b>3,134</b>
<b>Appointment</b>	130	176	0	<b>306</b>	67	12	8	0	0	8	211	0	<b>306</b>
<b>Pending Appointment</b>	4	3	2	<b>9</b>	2	1	0	0	0	0	4	2	<b>9</b>
<b>Exceptions</b>	3	5	0	<b>8</b>	1	2	1	0	0	0	4	0	<b>8</b>
<b>Separations</b>	95	128	0	<b>223</b>	41	11	4	0	1	1	165	0	<b>223</b>

**Note: Faculty data excludes adjuncts, part-time, postdoctoral, visitors and volunteers.**

### Professional Staff

	Female	Male	Unks	Total	Asian	Black	Hisp.	N.Am.	NHOPI	Two+	White	Unk	Total
<b>Applicant</b>	12,586	7,373	1,678	<b>21,637</b>	1,231	4,359	592	41	10	367	13,384	1,653	<b>21,637</b>
<b>Appointment</b>	256	154	0	<b>410</b>	14	34	10	0	1	15	336	0	<b>410</b>
<b>Exceptions</b>	4	3	0	<b>7</b>	0	2	1	0	0	0	4	0	<b>7</b>
<b>Reclassification</b>	100	48	0	<b>148</b>	3	14	1	1	0	4	125	0	<b>148</b>
<b>Separations</b>	190	70	0	<b>260</b>	15	22	6	1	0	8	208	0	<b>260</b>

**Legend:**

**NHOPI** Native Hawaiian/Other Pacific Islander

**Hisp** Hispanic

**N.Am.** Native American

**Unks** Unknown Gender

**Two+** Two or more races

**Unk** Unknown Ethnicity

Sources: IUPUI OLA/FAM, IUIE, s:/rlmorgan/2013/fac\_council

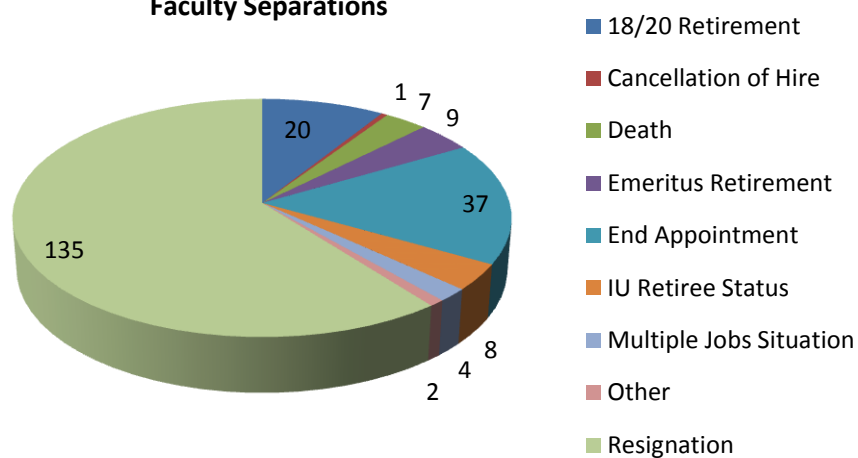


## 2013 Separations By Constituent Group

### Faculty

Type	Classification								Total
	Acad. Support	Admin. Leader*	Clinical Faculty	Faculty	Lecturer/ Instructor	Libr.	Research Assoc.	Scientist Scholar	
18/20 Retire	0	1	0	18	0	0	0	1	20
Cancel Hire	0	0	0	1	0	0	0	0	1
Death	1	1	0	4	1	0	0	0	7
Emeritus Ret.	0	1	2	6	0	0	0	0	9
End Appoint.	5	0	10	9	1	0	5	7	37
IU Retiree	0	0	2	5	0	0	1	0	8
Multiple Jobs	0	0	1	0	1	0	0	2	4
Other	0	0	0	2	0	0	0	0	2
Resignation	4	1	50	43	6	4	15	12	135
<b>Total</b>	<b>10</b>	<b>4</b>	<b>65</b>	<b>88</b>	<b>9</b>	<b>4</b>	<b>21</b>	<b>22</b>	<b>223</b>

**Faculty Separations**

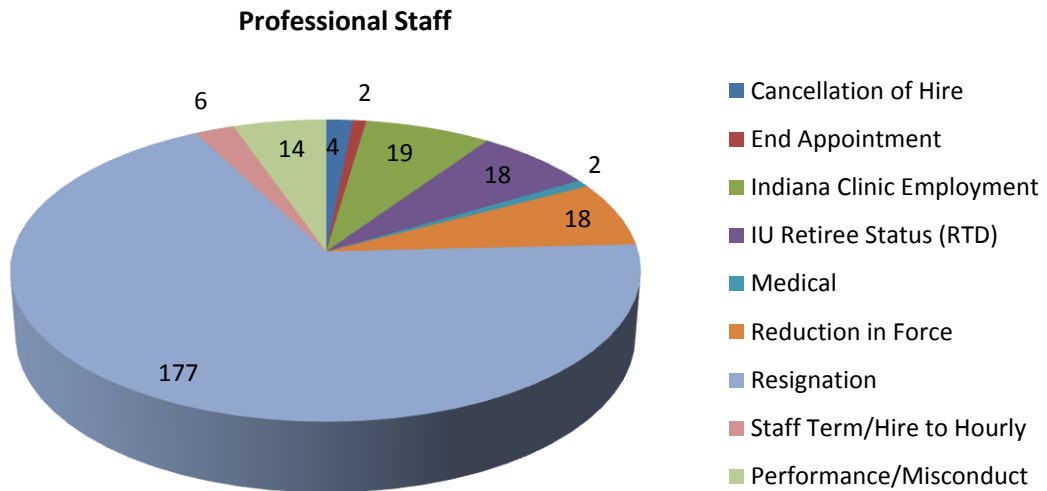


**\*Administrative leader includes: Dean, Assistant Dean, Associate Dean**

## 2013 Separations By Constituent Group

### Professional Staff

Type	Classification							Total
	Admin Service*	Aux Service	Health Prof	Info Tech	Media Relations	Research Develop	Student Services	
Cancellation of Hire	3	0	0	1	0	0	0	4
End Appointment	1	0	0	0	0	0	1	2
Indiana Clinic Employment	1	0	17	0	1	0	0	19
IU Retiree Status (RTD)	3	1	6	3	0	3	2	18
Medical	0	0	1	0	1	0	0	2
Performance/Misconduct	3	0	3	2	2	3	1	14
Reduction in Force	3	0	2	1	3	7	2	18
Resignation	50	4	33	21	15	26	28	177
Staff Term/Hire to Hourly	2	0	0	1	0	3	0	6
<b>Total</b>	<b>66</b>	<b>5</b>	<b>62</b>	<b>29</b>	<b>22</b>	<b>42</b>	<b>34</b>	<b>260</b>



**\*Administrative services include coaches, development, executives and facility services**

## Three-Year Snap-Shot Separations

### Faculty

Faculty	2013	2012	2011
18/20 Retirement	20	25	30
Cancellation of Hire	1	0	5
Death	7	9	5
Emeritus Retirement	9	5	2
End Appointment	6	22	20
ERIP - Retiree Status	31	10	6
IU Retiree Status	8	7	6
Multiple Jobs Situation	4	1	2
Other	2	1	3
Resignation	135	115	130
<b>Total</b>	<b>223</b>	<b>195</b>	<b>209</b>

### Professional Staff

Professional Staff	2013	2012	2011
18/20 Retirement	0	2	2
Cancellation of Hire	4	0	2
Death	0	1	0
End Appointment/Expired Contract	2	1	1
ERIP - Retiree Status	0	0	49
Indiana Clinic Employment	19	16	65
Ineligible to work in the U.S.	0	1	0
IU Retiree Status (RTD)	18	11	19
Medical	2	5	2
Performance/Misconduct	14	13	12
Reduction in Force	18	16	22
Resignation	177	203	164
Staff Term/Hire to Hourly	6	3	1
<b>Total</b>	<b>260</b>	<b>272</b>	<b>339</b>

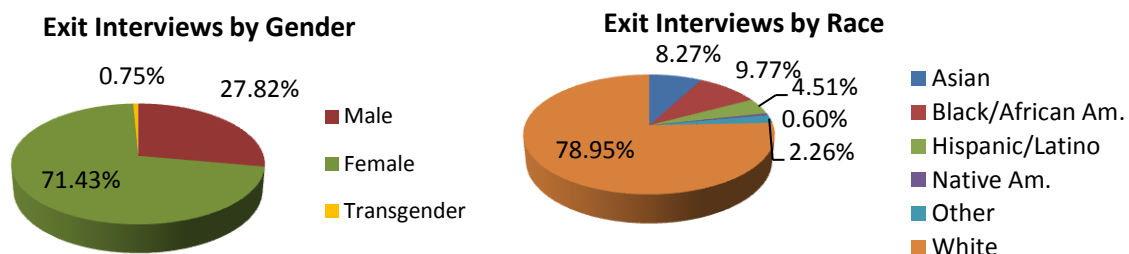
### III. EXIT INTERVIEW DATA

The Office of Equal Opportunity strives to improve the quality of IUPUI's work environment. To that end, we implemented a confidential online exit interview survey allowing employees who have left or are leaving the opportunity to provide feedback about their experiences while working at the University. The survey consists of questions about the employee's position and job functions, the IUPUI environment and matters that will help improve occupational health and safety, reduce job "burnout", prevent harassment and discrimination, provide service with distinction and build civil employee relations. The survey takes approximately 20 minutes to complete and allows individuals to volunteer their identity in case follow-up is warranted or desired.

The data is used to identify and leverage best practices in other areas and to help units reduce and address unpleasant perceptions and experiences reported by former employees especially when the data reveals themes or trends. By sharing the data with the Human Resource Administration and other campus units, as appropriate, we will enhance the culture of the IUPUI work environment by advocating for the consideration of staff input, inspire units to engage in team-building initiatives, retain quality leaders, and address the effectiveness of existing systems, policies and procedures.

Out of the 483 requests of separating employees during 2013, we received 148 responses to the exit interview survey which represents a 29% response rate. This may be directly attributable to OEO's outreach to school-based HR liaisons, along with electronic correspondence and flyers. We anticipate survey participation response rates to continue to increase which will garner richer data going forward.

Of the separated employees who self-identified, there were 95 women, 37 men and one transgender respondent. Of the respondents who self-identified by race, an increased response rate was realized among the Asian, Black and Hispanic populations while the percentage of White respondents decreased by five percent from the prior years.



Additionally, of the respondents 1.5% self-identified as an employee with a disability and 4.4% self-identified as a veteran. Faculty represent 23.9% of the respondents, 42.3% professional staff, 16.9% support and service staff members, 9.2% clerical, 4.6% research (lab technicians, statisticians, etc.), and 3.1% technology. When comparing 2013 to the 2011/12 exit data, retirement and dissatisfaction with job have been consistent reasons for separations.

#### Top-cited Reasons for Separations

<p>2013 top-cited reasons for separating:</p> <ul style="list-style-type: none"> <li>• Accepted new position</li> <li>• Retirement</li> <li>• Interpersonal work environment</li> <li>• Relocation other than for new position</li> <li>• Dissatisfaction with job</li> </ul>	<p>2011/12 top-cited reasons for separating:</p> <ul style="list-style-type: none"> <li>• Dissatisfaction with pay</li> <li>• Dissatisfaction with job</li> <li>• Retirement</li> <li>• Conflict with supervisor</li> <li>• Limited opportunity for advancement</li> </ul>
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Participants responded positively to the following statements:

- 93% – “I received an opportunity to attend university orientation”
- 92% – “My medical/dental benefits were competitive”
- 90% – “My retirement package was competitive”
- 87% – “My physical working conditions were adequate”

Generally categorized, exit interview feedback fell into the categories of work environment, job related issues, personal health and family and a broad category labeled “other” which includes retirement, involuntary separations and discrimination. More specifically, the key issues and areas of concern expressed through the exit interview data are contained in the following table.

## Areas of Concern...

### Key Issues

Work Environment (43)	Job Related (97)	Health & Family (12)	Other (27)
<ul style="list-style-type: none"> <li>• Interpersonal work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Accepted new position</li> </ul>	<ul style="list-style-type: none"> <li>• Primary care responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Return to school</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict with supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• Dissatisfied with job or pay</li> </ul>	<ul style="list-style-type: none"> <li>• Personal health issues</li> </ul>	<ul style="list-style-type: none"> <li>• Retirement</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict with co-workers or colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunity to advance</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• Involuntary separation</li> </ul>
<ul style="list-style-type: none"> <li>• Departmental challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Skills not used</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation – spouse</li> </ul>	<ul style="list-style-type: none"> <li>• Downsize</li> </ul>
<ul style="list-style-type: none"> <li>• Given little respect</li> </ul>	<ul style="list-style-type: none"> <li>• Workload too much or too little</li> </ul>		<ul style="list-style-type: none"> <li>• Gender/Sex Harassment</li> </ul>
<ul style="list-style-type: none"> <li>• University challenges                             <ul style="list-style-type: none"> <li>▪ Politics</li> <li>▪ Budget</li> <li>▪ Parking</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• No regular evaluations</li> </ul>		<ul style="list-style-type: none"> <li>• Discrimination                             <ul style="list-style-type: none"> <li>▪ Age</li> <li>▪ Race</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Lack of recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Position temporary and/or visiting</li> </ul>		
<ul style="list-style-type: none"> <li>• Stressful work environment</li> </ul>			
<ul style="list-style-type: none"> <li>• Low morale</li> </ul>			

The office compared separations relative to complaints which included both complaining and responding parties. We found that fifty (50) or 9.7% of the 483 requests of separating employees during 2013 had either raised concerns with the office or was a respondent to a complaint filed with the office since 2008.

#### IV. COMPLAINTS

The Office of Equal Opportunity uses a three-pronged approach to categorize complaints:

- 1) **Consultation** includes facilitated discussions between the complainant and the respondent, as appropriate. These are issues raised by complaining parties and generally involve exploratory meetings with individuals to understand their concerns, rights and responsibilities within the university environment, to offer advice on alternative solutions, and to identify appropriate resources for resolution. While these issues are addressed by the office, they most often do not rise to a level of illegal harassment or discrimination. As a result, no official notice of complaint or investigatory report will be issued.
- 2) **Mediation** is an intervention to work with both the complainant and the respondent to help them reach a mutually agreed upon resolution. The OEO will assess the situation to determine whether mediation is appropriate. Either the complainant or the respondent may refuse mediation or, once commenced, end mediation at any time. No adverse inference is to be drawn from any such decision.



- 3) **Formal Investigation** includes a comprehensive investigative approach. OEO will make a determination about the complaint classification, make a preliminary assessment that the issue(s) raised warrants a formal investigation, and provide notification to the relevant parties and Decisional Authority, as appropriate. If OEO determines a need for immediate interim action, e.g. removal, reassignment, administrative leave, or suspension, such actions will be administered by the Decisional Authority.

IUPUI's Operating Procedures for Processing Complaints of Discrimination can be accessed at: <http://www.iupui.edu/~oao/policy/IUPUIinvestigativeOperatingProcedures.pdf>.

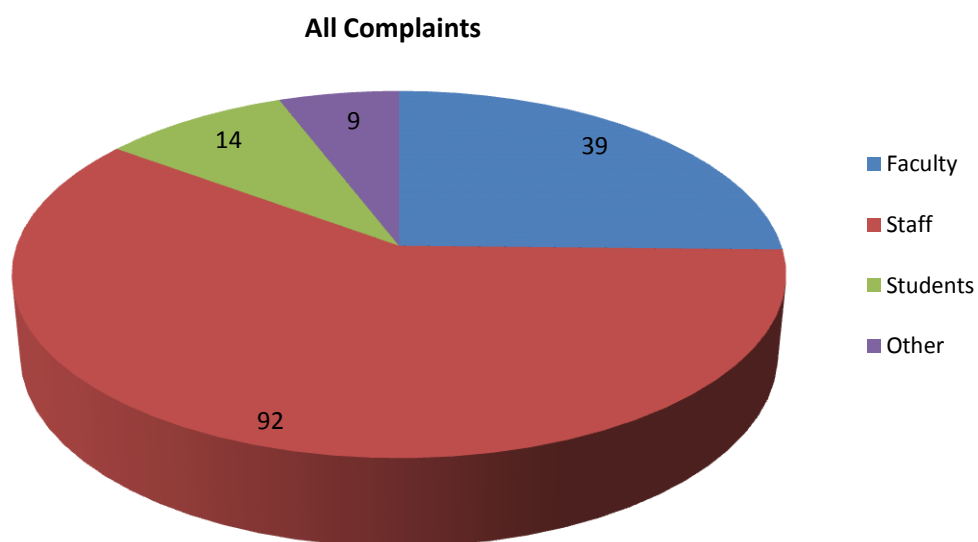
**Agency complaints** are discrimination charges filed with governmental compliance agencies such as the U.S. Equal Employment Opportunity Commission, Indiana Civil Rights Commission, U.S. Department of Justice, and U.S. Department of Education – Office for Civil Rights. These complaints are handled by the Office of Equal Opportunity on behalf of the Indiana University-Purdue University Indianapolis campus.





**2013**  
**Complaint Data by Approach**  
**All Complaints**

	Consult	Mediate	Investigate	Agency	Complaints Filed	% of Total
Faculty	25	2	11	1	<b>39</b>	25%
Staff	79	3	6	4	<b>92</b>	60%
Students	6	0	7	1	<b>14</b>	9%
Other*	5	0	0	4	<b>9</b>	6%
<b>Total</b>	<b>115</b>	<b>5</b>	<b>24</b>	<b>10</b>	<b>154</b>	<b>100%</b>



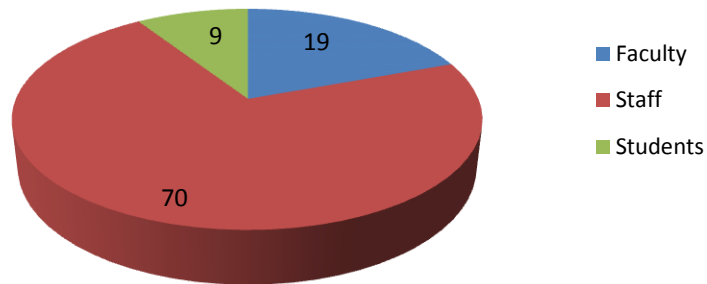
**\*Note: "Other" can be applicants, former students, former employees, vendors, visitors, IU hospital staff, patients, etc. that work with or receive services from IUPUI employees**

## 2013 Complaint Data by Approach

### Female

	Consult	Mediate	Investigate	Agency	Complaints Filed	% of Total
Faculty	12	2	4	1	19	19%
Staff	59	2	5	4	70	71%
Students	3	0	5	1	9	10%
<b>Total</b>	<b>74</b>	<b>4</b>	<b>14</b>	<b>6</b>	<b>98</b>	<b>100%</b>

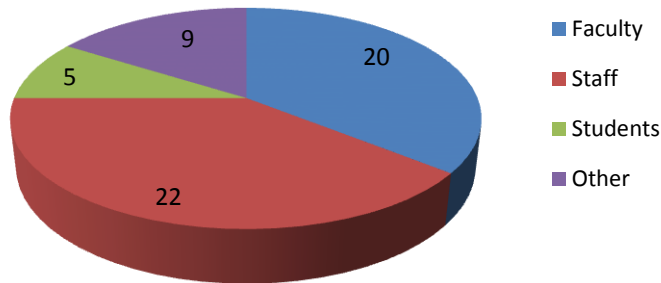
### Female



### Male

	Consult	Mediate	Investigate	Agency	Complaints Filed	% of Total
Faculty	13	0	7	0	20	36%
Staff	20	1	1	0	22	39%
Students	3	0	2	0	5	9%
Other*	5	0	0	4	9	16%
<b>Total</b>	<b>41</b>	<b>1</b>	<b>10</b>	<b>4</b>	<b>56</b>	<b>100%</b>

### Male

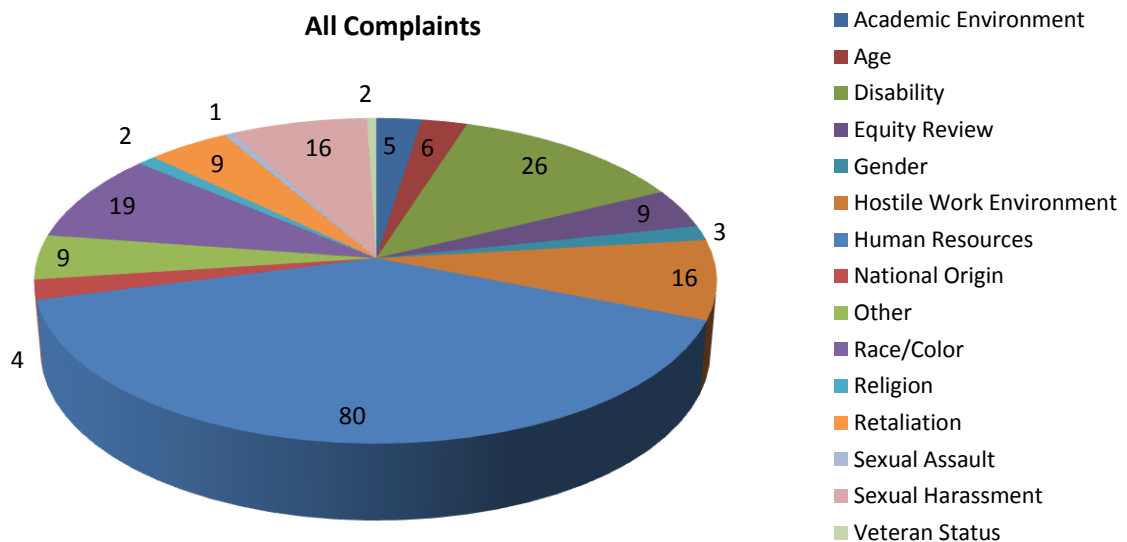


**\*Note: "Other" can be applicants, former students, former employees, vendors, visitors, IU hospital staff, patients, etc. that work with or receive services from IUPUI employees**

**2013**  
**Complaint Data by Basis**

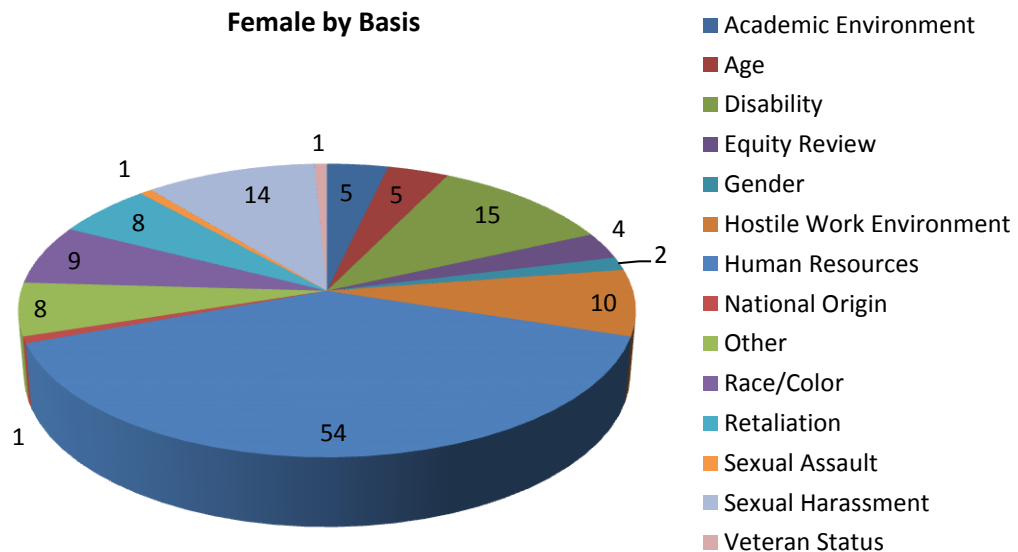
**All Complainants**

	Consult	Mediate	Investigate	Agency	Total
Academic Environment	3	0	3	0	6
Age	4	0	1	1	6
Disability	24	0	1	1	26
Equity Review	0	0	9	0	9
Gender	2	0	0	1	3
Hostile Work Environment	9	3	4	0	16
Human Resources	76	1	3	0	80
National Origin	2	0	1	1	4
Other	8	0	1	0	9
Race/Color	7	0	5	7	19
Religion	1	0	1	0	2
Retaliation	2	0	4	3	9
Sexual Assault	0	0	1	0	1
Sexual Harassment	8	0	7	1	16
Veteran Status	1	0	1	0	2
<b>Total</b>	<b>147</b>	<b>4</b>	<b>42</b>	<b>15</b>	<b>208</b>



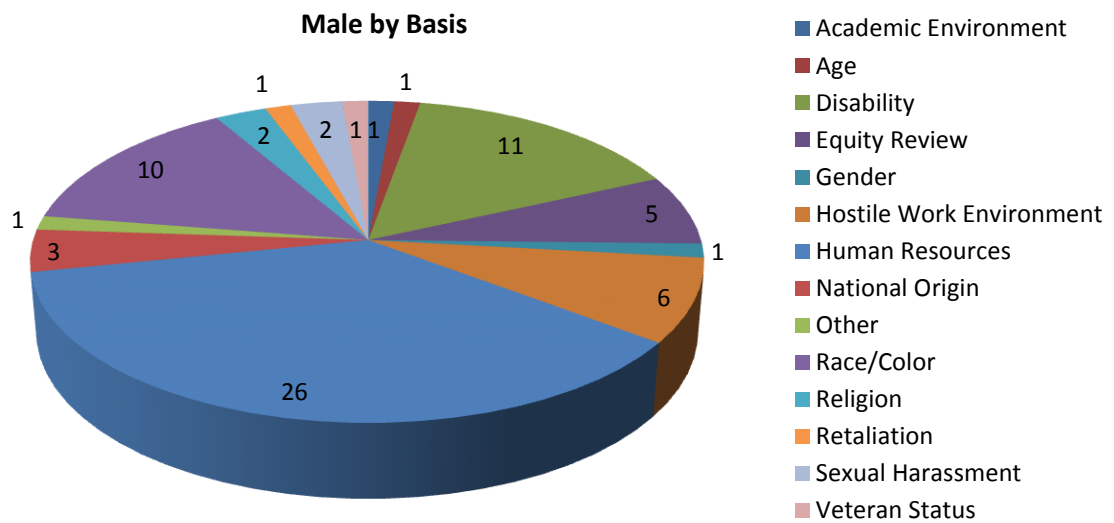
**2013**  
**Complaint Data by Basis**  
**Female**

	Consult	Mediate	Investigate	Agency	Total
Academic Environment	3	0	2	0	5
Age	3	0	1	1	5
Disability	13	0	1	1	15
Equity Review	0	0	4	0	4
Gender	1	0	0	1	2
Hostile Work Environment	6	2	2	0	10
Human Resources	51	1	2	0	54
National Origin	0	0	0	1	1
Other	6	0	1	1	8
Race/Color	2	0	4	3	9
Retaliation	2	0	3	3	8
Sexual Assault	0	0	1	0	1
Sexual Harassment	7	0	6	1	14
Veteran Status	0	0	1	0	1
<b>Total</b>	<b>94</b>	<b>3</b>	<b>28</b>	<b>12</b>	<b>137</b>



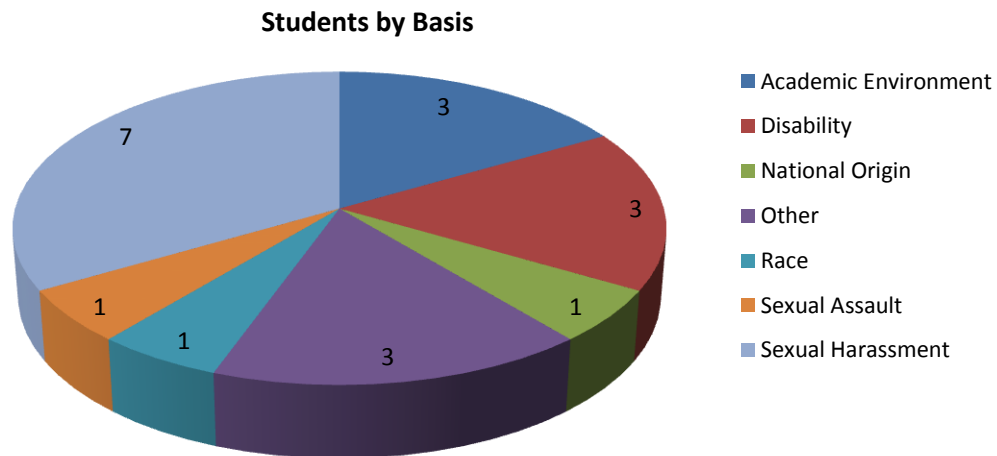
**2013**  
**Complaint Data by Basis**  
**Male**

	Consult	Mediate	Investigate	Agency	Total
Academic Environment	0	0	1	0	1
Age	1	0	0	0	1
Disability	11	0	0	0	11
Equity Review	0	0	5	0	5
Gender	1	0	0	0	1
Hostile Work Environment	3	1	2	0	6
Human Resources	25	0	1	0	26
National Origin	2	0	1	0	3
Other	1	0	0	0	1
Race/Color	5	0	1	4	10
Religion	1	0	1	0	2
Retaliation	0	0	1	0	1
Sexual Harassment	1	0	1	0	2
Veteran Status	1	0	0	0	1
<b>Total</b>	<b>52</b>	<b>1</b>	<b>14</b>	<b>4</b>	<b>71</b>



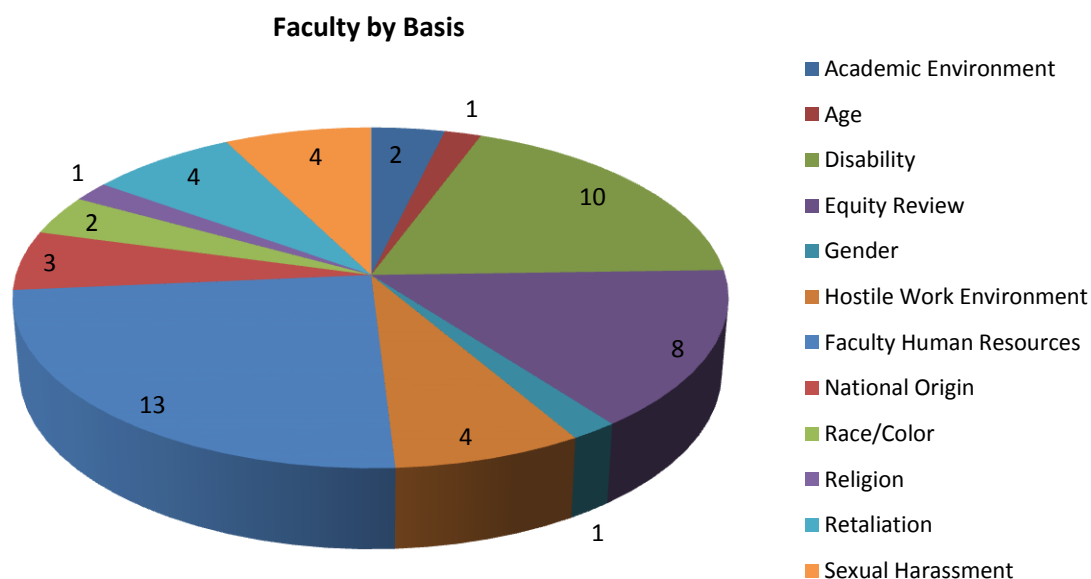
**2013**  
**Complaint Data by Basis**  
**Students**

	Consult	Mediate	Investigate	Agency	Total
Academic Environment	1	0	2	0	3
Disability	2	0	1	0	3
National Origin	1	0	0	0	1
Other	1	0	2	0	3
Race	1	0	0	0	1
Sexual Assault	0	0	1	0	1
Sexual Harassment	1	0	5	1	7
<b>Total</b>	<b>7</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>19</b>



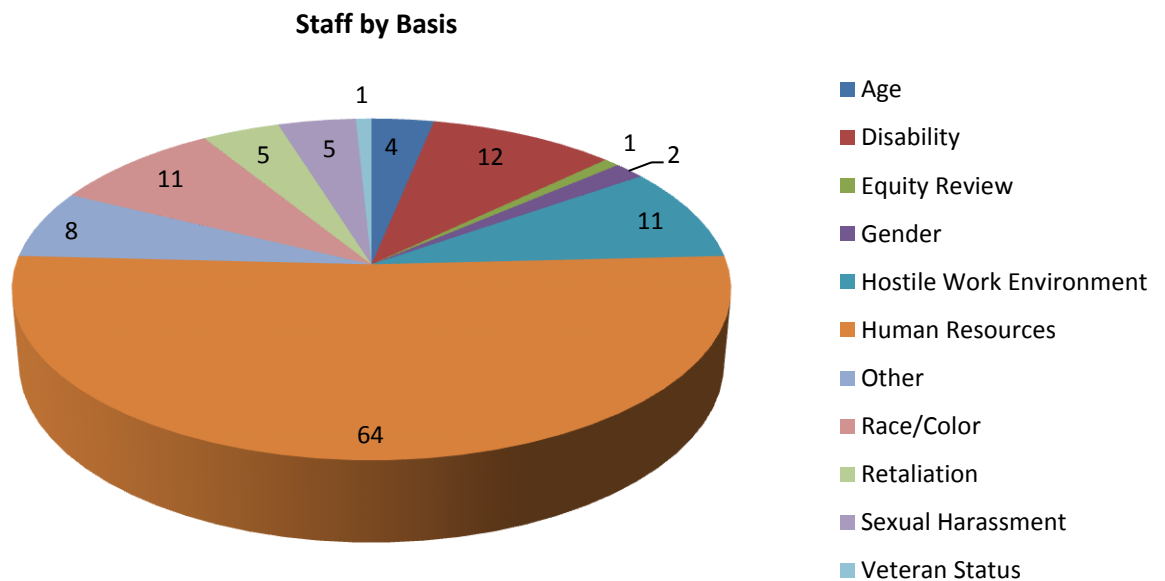
**2013**  
**Complaint Data by Basis**  
**Faculty**

	Consult	Mediate	Investigate	Agency	Total
Academic Environment	1	0	1	0	2
Age	0	0	0	1	1
Disability	9	0	0	1	10
Equity Review	0	0	8	0	8
Gender	1	0	0	0	1
Hostile Work Environment	2	1	1	0	4
Faculty Human Resources	12	1	0	0	13
National Origin	1	0	1	1	3
Race/Color	1	0	1	0	2
Religion	0	0	1	0	1
Retaliation	2	0	1	1	4
Sexual Harassment	3	0	1	0	4
<b>Total</b>	<b>32</b>	<b>2</b>	<b>15</b>	<b>4</b>	<b>53</b>



**2013**  
**Complaint Data by Basis**  
**Staff**

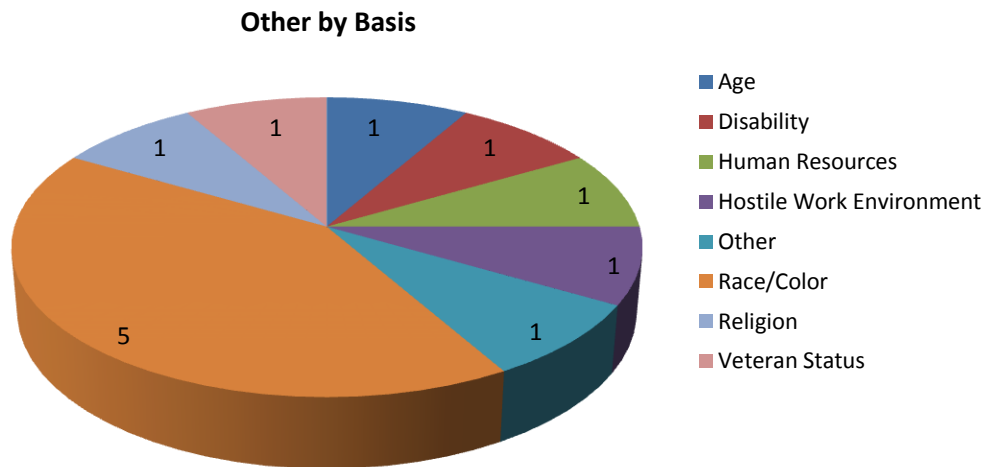
	Consult	Mediate	Investigate	Agency	Total
Age	3	0	1	0	4
Disability	12	0	0	0	12
Equity Review	0	0	1	0	1
Gender	1	0	0	1	2
Hostile Work Environment	6	2	3	0	11
Human Resources	62	1	1	0	64
Other	7	0	0	1	8
Race/Color	4	0	4	3	11
Retaliation	0	0	3	2	5
Sexual Harassment	4	0	1	0	5
Veteran Status	0	0	1	0	1
<b>Total</b>	99	3	15	7	124





**2013**  
**Complaint Data by Basis**  
**Other\***

	Consult	Mediate	Investigate	Agency	Total
Age	1	0	0	0	1
Disability	1	0	0	0	1
Human Resources	1	0	0	0	1
Hostile Work Environment	1	0	0	0	1
Race/Color	1	0	0	4	5
Religion	1	0	0	0	1
Veteran Status	1	0	0	0	1
<b>Total</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>12</b>

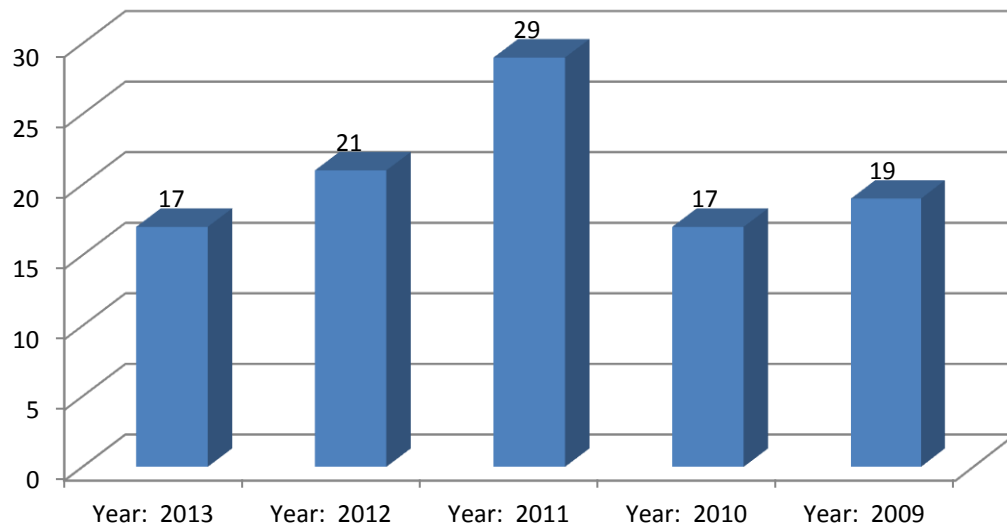


**\*Note: "Other" can be applicants, former students, former employees, vendors, visitors, IU hospital staff, patients, etc. that work with or receive services from IUPUI employees**

## Five-Year Snap Shot Sexual Harassment

	2013	2012	2011	2010	2009
Consult	8	15	24	16	13
Mediate	0	0	0	0	0
Investigate	8	6	5	1	6
Agency	1	0	0	0	0
<b>Total</b>	<b>17</b>	<b>21</b>	<b>29</b>	<b>17</b>	<b>19</b>

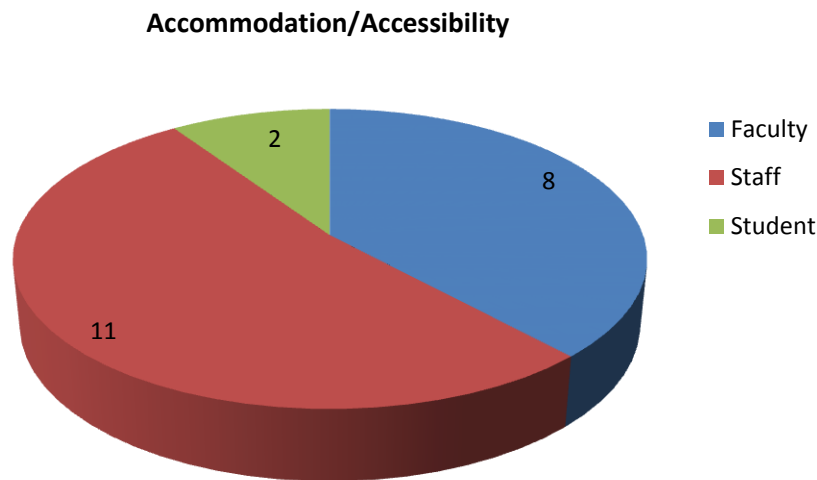
**Sexual Harassment Five-Year Summary**



## V. **REASONABLE ACCOMMODATIONS**

Pursuant to the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), the Office of Equal Opportunity works closely with supervisors, faculty, staff, students, Adaptive Educational Services, and the Department of Occupational Health Services to determine whether individuals with a disability are qualified under the law, and to ensure that they are afforded a reasonable accommodation to perform the essential functions of their jobs and/or perform in the classroom.

The OEO also investigates discrimination allegations under the ADAAA and works with schools and departments to remedy those allegations. During 2013 the office processed reasonable accommodation or accessibility requests for eight faculty, 11 staff and two students.



## VI. PROGRAM DEVELOPMENT AND TRAINING

The Office of Equal Opportunity implemented an on-line *Preventing Sexual Harassment (PSH)* training program designed to educate users about sexual harassment, applicable university policies and procedures, and the law. The program has several modules that incorporate scenarios relevant to faculty, staff, administrators, supervisors, students, as well as the medical community and concludes with an exam and certificate upon successful completion.

Since implementing the policy in 2011, approximately 12,393 employees have completed PSH training. This year, a majority of the employment base will be required to take a refresher course as all current employees are to successfully complete an online PSH training module unless she or he can document that they have successfully completed the course or attended a comparable classroom training program within the past three years. Employees that have completed PSH training more than three years earlier are offered the “Refresher” course as an alternative to the “First-Time User” course. However, all new IUPUI employees are required to complete the “First-Time User” course within 90 days of assuming employment. During 2013, **1,773 faculty, staff and student employees** on the IUPUI and IUPUC campuses completed the training requirement.

Web site <http://training.newmedialearning.com/psh/iupui/index.htm> links to the online PSH training program.

The OEO also implemented on-line Search and Screen Protocols (SSP) training modules to assist faculty, staff and students in their work as a member of an IUPUI search committee. As an employer, IUPUI has an obligation to ensure fairness and equity in every search process; and open and broad-based searches help to achieve the most diverse applicant pools. Open searches are important to our demonstration that diversity is an educational value. This is something that we ascribe to as a University and full, fair and open searches help us to achieve that goal.

Web site <http://www.iupui.edu/~o eo/sstraining/index.html> links to the automated, online SSP training modules. These search and screen protocols are divided into **five distinct modules**:

1. The **“Search Process”** module is intended as a general guide to the recruitment, selection and appointment process as monitored by IUPUI’s Office of Equal Opportunity.
2. The **“Quick Tips – Guidelines for Pre-employment Inquiries”** module provides information about the do’s and don’ts as they relate to the formal interview as well as informal discussions with candidates.



3. ***“Hiring with the Americans with Disabilities Act Amendments Act in Mind”*** speaks to affirmative and negative phrases regarding disabilities, provides general tips about the appropriate manner in which to interact with people living with a disability, and provides guidelines for communicating with individuals with various disabling conditions.
4. The ***“Cultural Norms”*** module explores some aspects of culture that candidates bring into the interview process and how some of what tends to get in our way is grounded in culture.
5. And lastly, ***“Rater Errors”*** focus on the biases that we bring and attribute to individuals as we engage in the search and screen process.

The office partners with Human Resources Administration (HRA) in presenting three modules in the ***Fundamentals of Supervision*** (legal compliance) training series. These modules include equal employment opportunity/affirmative action, sexual harassment, and Americans with Disabilities. In addition, we partner with the Office for Civil Community and Intergroup Dialogue to deliver ***Mediation Training*** to interested staff and faculty whose role may require assisting others in conflict resolution.

The OEO staff dedicates a significant amount of time to developing and implementing workshops and presentations that increase and enhance the awareness of the campus community in the areas of equal opportunity, diversity, equity and inclusion. Through these efforts, various training programs were presented to approximately ***3,178 campus and community constituents***.

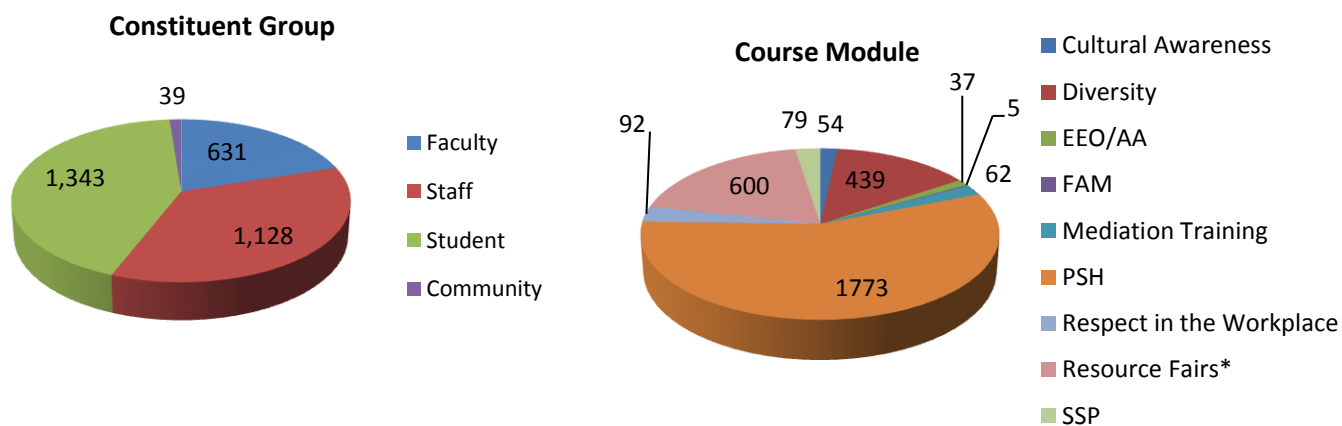


## 2013

### Participant Data by Training and/or Presentations

Type	Staff	Faculty	Student	Community	Total
Cultural Awareness	35	19	0	37	91
Diversity	105	9	325	0	439
EEO/AA	0	0	0	37	37
FAM	5	0	0	0	5
Mediation Training	57	3	0	2	62
Preventing Sexual Harassment	528	497	748	0	1773
Respect in the Workplace	82	10	0	0	92
Resource Fairs*	270	60	270	0	600
Search and Screen	46	33	0	0	79
<b>Total</b>	<b>1,128</b>	<b>631</b>	<b>1,343</b>	<b>76</b>	<b>3,178</b>

\*Participation in Social Justice Fair and Health and Benefit Fair



## VII. LIAISON TO FEDERAL AND STATE AGENCIES

The Office of Equal Opportunity is involved in federal, state, local and national organizations related to its regulatory responsibilities that include the Indiana Industry Liaison Group (an alliance between the OFCCP, Department of Labor, and major federal contractors), the Equal Employment Opportunity Commission, the Indiana Civil Rights Commission, the Diversity Roundtable, the American Association of Blacks in Higher Education, Society for Human Resource Management, the American Association for Affirmative Action, and the Indiana Industry Liaison Group. Additionally, the office works with and responds to all federal and state compliance agencies when discrimination or harassment charges are filed against the University.

## VIII. GOALS AND OBJECTIVES

The office was successful in completing the following *goals for 2013*:

1. Collaborative effort in submitting a successful proposal for the Common Theme topic – “Find Your Voice and Hear My Voice – Creating Civil Conversation”
2. Conduct exit interview surveys for separating employees – beginning 2011 to current
3. Reaffirmation of EEO Policy and campus-wide update with current EEO posters
4. Monitor on-going compliance for completion of Preventing Sexual Harassment training.

In addition to on-going functions and responsibilities, the OEO identified *goals and objectives for 2014* that include:

1. Revamp the Cultural Competency Search and Screen Module
2. Service with Distinction Process – Search and Screen (U-OLA)
3. Continue exploring a web-based faculty applicant tracking process – next generation
4. Incorporate situational vignettes into existing search and screen modules
5. Conduct a mediation clinic to address low-level conflict by utilizing pair mediation
6. Continual support of IUPUI Common Theme (Creating Civil Conversations) for 2013–2015.



***IUPUI***  
***Office of***  
***Equal Opportunity***

***Operating***  
***Policies and Procedures***



## IUPUI EQUAL OPPORTUNITY REAFFIRMATION

*Memorandum to IUPUI Faculty, Staff, and Students from Chancellor Charles R. Bantz on May 1, 2004*

**A**t IUPUI, diversity means three things:

- 1) diversity is an educational and social asset to be reflected in our learning and work objectives;
- 2) the persons who comprise our academic community reflect both the current diversity of our service region as well as the evolving demographics of a state and city that aspire to participate fully in a global society; and
- 3) IUPUI's social and physical environment will enable all of its members to succeed to the fullest extent of their potential.

*(Vision for Diversity at IUPUI, Adopted 2001)*

**H**aving diversity in classrooms, research labs, clinical practice settings, and places of work are essential to the fundamental work of the university. If students are to learn, they must be encouraged to ask questions, seek knowledge from those with whom they disagree, and take part in open and honest debate. The ability to learn from and use diverse perspectives is instrumental to constructive problem solving and good citizenship, so it is essential that the campus have an environment that encourages interaction among individuals of diverse backgrounds. Our employees, too, expect and deserve to work in a healthy, supportive atmosphere that respects differences.

**T**o help accomplish this, the Trustees of Indiana University adopted an equal opportunity and affirmative action policy that is based on resolutions dating from 1969 and reaffirmed unanimously in 1995. The trustees stated, "In reaffirming this policy, which has served us well, we must advocate and perpetuate performance which reflects this commitment. We must and will hold ourselves accountable for our decision and action."

**E**ach year, IUPUI reaffirms its commitment to this policy and to observing requirements embodied in federal and state laws, executive orders, guidelines, and regulations designed to promote affirmative action and assure equal opportunity. As part of that reaffirmation, we expect deans, directors, and others who have administrative responsibility and authority to carry out the policies of the trustees and to pursue our shared diversity goals effectively. In addition, individual employees are to display an attitude of collaboration and cooperation by performing their duties in a manner that clearly reflects the principle of equal opportunity in every aspect of university life.

**O**ur policy at IUPUI prohibits discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, gender identity, marital status, age, disability, and covered veterans. We work diligently to uphold the spirit of the letter of this



policy. We will continue to promote and provide equal opportunity in education and training programs, employment, admissions, and all other activities for faculty, staff, and students. All personnel actions, such as compensation and fringe benefits, transfer, promotion, training for employees, as well as all university-sponsored social and recreational programs, will be administered in accordance with this policy.

Indiana University has established policies in compliance with the laws that prohibit actions in the IU community such as:

Laws enforce by the Equal Employment Opportunity Commission (EEOC)

- 1) [Title VII of the Civil Rights Act of 1964](#) prohibits employment discrimination based on race, color, religion, sex and national origin.

[a. The Pregnancy Discrimination Act](#)

[b. Sexual Harassment](#)

- 2) [The Equal Pay Act of 1963 \(EPA\)](#)
- 3) [The Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- 4) [Title I of the Americans with Disabilities Act of 1990 \(ADA\)](#)
- 5) [Sections 102 and 103 of the Civil Rights Act of 1991](#)
- 6) [The Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- 7) [Sections 501 and 505 of the Rehabilitation Act of 1973](#)

Laws enforce by the Office of Federal Contract Compliance Programs (OFCCP)

- 1) Executive Order 11246 – requires that IUPUI take affirmative action to ensure that equal opportunity is provided in all aspects of their employment.  
<http://www.dol.gov/ofccp/regs/statutes/eo11246.htm>
- 2) Section 503 of the Rehabilitation Act of 1973, as amended requires that IUPUI take affirmative action to employ and advance in employment qualified individuals with disabilities.  
[http://www.dol.gov/ofccp/regs/compliance/ca\\_503.htm](http://www.dol.gov/ofccp/regs/compliance/ca_503.htm)
- 3) Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended requires that IUPUI take affirmative action to employ and advance in employment qualified special disabled veterans, veterans of the Vietnam era and any other veterans who served on

active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.

[http://www.dol.gov/ofccp/regs/compliance/ca\\_vevraa.htm](http://www.dol.gov/ofccp/regs/compliance/ca_vevraa.htm)

Laws enforce by the United States Department of Labor (DOL)

- 1) Title IX, Education Amendments of 1972 states that no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

<http://www.dol.gov/oasam/regs/statutes/titleIX.htm>

Individuals who have concerns or questions regarding the University's compliance under any of the above regulations should contact the Office of Equal Opportunity. Complaints will be handled confidentially and promptly with the purpose of an equitable resolution.

Responsibility for coordinating, communicating, interpreting, and monitoring equal opportunity policies resides with Dr. Kim D. Kirkland, Director of the Office of Equal Opportunity at IUPUI. This Office maintains a comprehensive program for handling complaints and is located in Lockefield Village, 980 Indiana Avenue, Suite 1164. For copies of the official university policies or the complaint procedures, contact the Office at (317) 274-2306.

<http://www.iupui.edu/~oeo/policy/>