

Affirmative Action Plan 2008

Minorities and Women



Duke University

Executive Summary

Prepared by: Office for Institutional Equity

Contact: Inderdeep Chatrath, PhD

Executive Summary

Introduction

In March 1970, Duke University adopted its first Affirmative Action Plan (“Plan”) for Equal Opportunity. President Sanford introduced it by noting that it “was something far beyond a necessary compliance with governmental policy.” More than three decades later, as the national climate and debate over affirmative action intensified on campuses, at the symposium titled *What Difference Does Difference Make?*, President Keohane remarked:

“As the current backlash against affirmative action and minority recruitment in several parts of our country makes crystal clear, we have taken too much for granted. As a result, we have not yet made a compelling argument, both to skeptical folks on campus and to many in the world outside, for the importance - to learning - of multiple perspectives, different ideas and values on a university campus.”

Under the leadership of President Brodhead, we remain committed to the principles of fairness and equity that illuminated our first Plan in 1970; the processes that we have implemented over the years to ensure an inclusive community will continue to anchor and guide us in the future.

With this update of the Plan, the Office for Institutional Equity (OIE) brings to the members of the University community a set of challenges and opportunities. Although the Plan is a compliance document fulfilling part of the responsibilities of Duke University as a federal contractor, in the words of a 1970 Trustees’ resolution, we adhere to a policy of equal opportunity “not solely because of a legal requirement, but because it is a basic element for human dignity.”

Description of the Affirmative Action Plan

An affirmative action plan includes certain elements that require annual updates to incorporate current data. The first is the *workforce analysis*, a tabulation of the composition of Duke’s workforce by race and sex within job group categories (type of work) and organizational units. The second is the *utilization analysis* which compares Duke’s current workforce with general workforce availability data to determine whether women or minorities are underutilized within job group categories at Duke. When underutilization of minorities and women is identified, a placement goal is set to move towards adequate representation. The 2007 updates of the workforce analysis and the utilization analysis are provided in the Faculty and Staff sections of this report.

Two supporting sections follow these updates. The Initiatives to Alleviate Underutilization section discusses the causes of problem areas and details current and potential corrective actions. Processes for measuring the progress and effectiveness of the affirmative action program is described in the Monitoring and Reporting section.

Additional information can be found in five appendices to the plan. Appendix A provides a description of job groups. Appendix B provides a glossary of important terms that are pertinent to this Plan. Appendix C is a description of Duke’s best practices in equal opportunity and affirmative action. Appendix D details Duke University’s harassment policy and Appendix E is a description of Duke’s consensual relationship policy.

This plan does not include data or analysis for Duke University Health System hospitals, and other affiliates. A separate affirmative action plan is prepared and disseminated for these institutions.

Duke University Faculty and Staff Profile

Data for undertaking affirmative action analyses are obtained from a December 1, 2007, snapshot of the Duke University payroll system and Faculty Management and Profile Systems. Affirmative Action analyses include regular rank faculty and full-time staff.

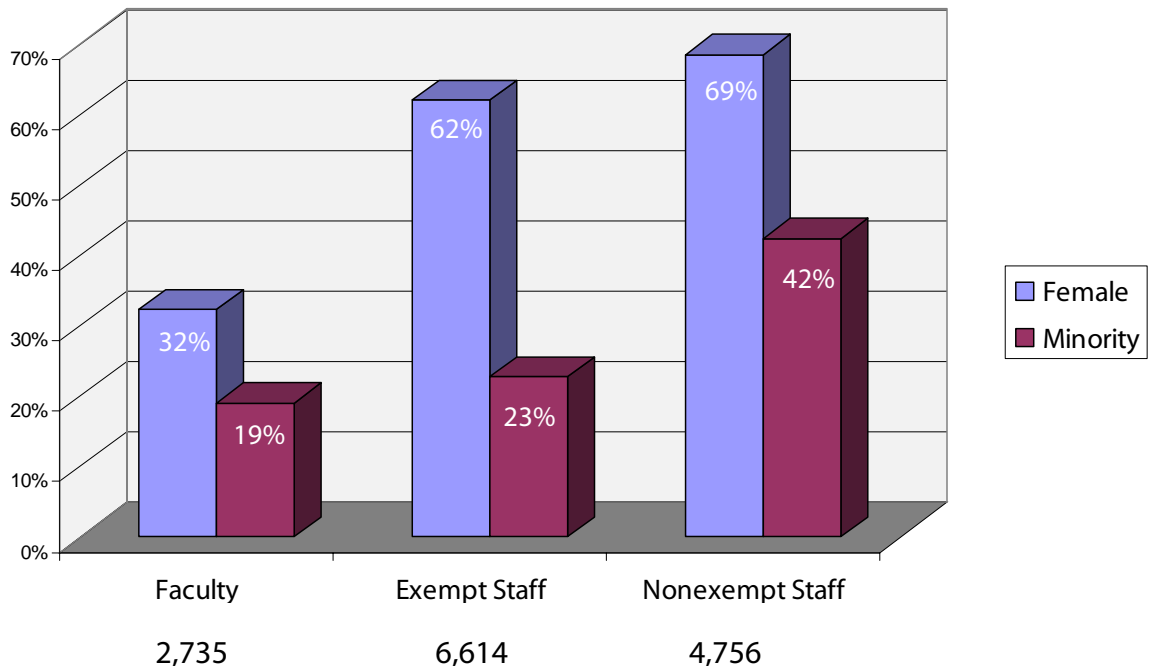
Regular rank faculty includes persons in tenure-track positions as well as other full-time non-tenure track faculty who have a definite instructional component to their appointment and who hold appointments in units offering degree credit with the intent of ongoing contractual relationship to the university and that such relationship is subject to periodic review. All regular rank faculty have voting privileges in the Academic Council.

Full-time staff includes all active employees who work at least 20 hours per week and 39 weeks per year. House staff, student employees and interns, and temporary employees are excluded from these analyses.

Faculty and Staff - Representation by Race and Gender

For 2008, we report 14,105 faculty and staff at Duke University. The distribution of faculty, exempt and nonexempt staff is displayed in the graph below.

The regular rank faculty reflects a 2% increase over 2006. As for staff, while exempt staff grew by 5% since the last Plan year, growth among nonexempt staff was virtually flat. Minority and female representation for faculty and staff has remained relatively consistent over the past three years.



Regular Rank Faculty and Staff by Organizational Unit

The organizational structure presented in the Plan follows the payroll system (SAP) organizational scheme. Organizational units are grouped by management entities within the company code structure and do not always reflect hierarchical or reporting relationships.

A profile of faculty and staff by disciplines and occupational categories for each of the management entities is fully described in the Faculty and Staff sections of this Plan.

	Total	Women All Races	Minorities				
			Total	Black	Hispanic	Asian	American Indian
Regular Rank Faculty							
Arts and Sciences	624	194	117	36	17	64	0
Professional Schools	371	79	61	13	4	44	0
Schools of Medicine & Nursing	1,740	612	344	71	39	234	0
Total	2,735	885	522	120	60	342	0
Staff – Exempt & Nonexempt							
University Administration	461	249	68	60	4	4	0
Office of the Executive Vice President	1,864	823	859	774	49	30	6
Office of the Provost	2,711	1,728	697	437	59	198	3
Health System and Med. Ctr. Admin.	246	39	39	30	7	2	0
School of Medicine	5,237	3,801	1,578	824	99	640	15
School of Nursing	78	66	23	19	3	1	0
Private Diagnostic Clinics	662	592	226	207	13	4	2
Medical Center Ancillary Units	54	33	14	10	0	3	1
Agencies	57	45	21	18	0	3	0
Total	11,370	7,376	3,525	2,379	234	885	27

Utilization Analysis for Faculty and Staff 2006 - 2008

Utilization analysis compares Duke's current workforce with workforce availability data to determine whether women or minorities are underutilized within job group categories. When underutilization of minorities and women is identified, a placement goal is set to move toward adequate representation. Underutilization is "legally" declared at the two standard deviation level; however, we note any area and set placement goals where the disparity is more than one standard deviation. This is a proactive effort to assure that the area receives careful attention.

Faculty – Utilization Trends

Regular Rank Faculty	Women			Minorities		
	2006	2007	2008	2006	2007	2008
Arts & Sciences						
Humanities	6					
Natural Sciences	6					
Social Sciences	6	7	8			8
Professional Schools						
Divinity School		7		6		8
Fuqua School of Business	6	7	8			8
Nicholas School of the Environment	6	7		6	7	8
School of Law				6	7	8
Pratt School of Engineering						
Biomedical	6					
Electrical					7	8
Mechanical				6	7	8
School of Medicine						
Basic Sciences	6	7	8			
Clinical Sciences				6	7	
School of Nursing						8

Staff – Utilization Trends

Utilization analysis compares Duke’s current workforce with workforce availability data to determine whether women or minorities are underutilized within job group categories. When underutilization of minorities and women is identified, a placement goal is set to move toward adequate representation. Underutilization is “legally” declared at the two standard deviation level; however, we note any area and set placement goals where the disparity is more than one standard deviation. This is a proactive effort to assure that the area receives careful attention.

		Women			Minorities		
		2006	2007	2008	2006	2007	2008
Exempt Staff							
Administrative							
11	Executive & University Officials	6	7	8	6	7	8
12	Senior Administrators				6	7	8
13	All Other Mgrs/Administrators					7	8
Professionals							
31	Pay Levels 14-16				6	7	8
32	Pay Levels 11-14				6	7	8
35	Pay Levels 10-11				6	7	8
36	Research Associates (00)	6	7	8			
37	Professional Librarians (00)		7	8			
Nonexempt Staff							
Technical/Paraprofessional							
51	Pay Levels 4-6		7	8			
Skilled Crafts							
61	Pay Levels 3-6*			8			
62	Pay Levels 7-10*	6	7	8		7	8
63	Pay Levels 5-7		7	8	6	7	8
64	Pay Levels 6-9		7	8		7	8
65	Pay Levels 9 & above	6	7	8	6	7	8
Service							
71	Pay Level 1*		7				
72	Pay Levels 2-5*	6	7	8			
75	Pay Levels 5-10		7	8			8

Despite the progress made in past years, underutilization of women and minority staff persists.

Further discussion is provided in Staff section.

Current Initiatives and a Framework for Moving Forward

The Office for Institutional Equity, in collaboration with the Office of Human Resources and others, has recently initiated several programs to address the underrepresentation of women and minorities and to create awareness of best practices in sustaining a more diverse and equitable workplace. During the past two years, the methodology used to estimate external availability has been enhanced and utilization analyses have been refined, thus improving our ability to more accurately identify areas of concern and formulate realistic placement goals. OIE representatives visit all search committees to share best practices, and to discuss diversity goals. Human Resources and OIE staff monitor recruitment patterns and employment transactions, especially in areas where we have placement goals. Increased attention has been focused on recruitment and retention of senior administrative positions, an area in which we have chronic underutilization.

Duke is committed to building an environment that offers equal opportunity for all individuals, and has created programs to meet this commitment. Several initiatives for faculty and staff are in place to better understand and address matters of recruitment, retention and professional development of current staff. We recognize that self-assessment, enhanced managerial accountability, education and resources are fundamental to making progress.

Institutional initiatives focus on the following:

- Expand the scope of recruitment and retention efforts,
- Offer training and mentoring opportunities to current employees,
- Promote a respectful and inclusive workplace,
- Improve accountability measures for diversity and work culture initiatives, and
- Enhance internal monitoring and reporting systems.

While elements of the framework above are already incorporated into Duke University's policies and practices, there is still much work to be done in enhancing the effectiveness of these efforts by ensuring consistency in implementation across the University. A concerted and sustained effort is necessary to promote a truly equitable, diverse and inclusive environment at Duke. It is a shared responsibility that will require the commitment of all members of the Duke community.

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<http://duke.edu/web/equity>