

**Eastern Illinois University**

**2011**

***AFRICAN-AMERICAN***

***Employment Plan***



# Table of Contents

---

<b>I.</b>	<b>Overview of Institution.....</b>	<b>3</b>
	<b>a. University Mission Statement.....</b>	<b>3</b>
	<b>b. Eastern Illinois University Profile.....</b>	<b>3</b>
	<b>c. University Policy Number 174.....</b>	<b>4</b>
<b>II.</b>	<b>The Recruitment and Employment Process.....</b>	<b>5</b>
<b>III.</b>	<b>African-American Employment Strategies.....</b>	<b>6</b>
	<b>a. Promotion and Advancement Process.....</b>	<b>6</b>
	<b>b. Professional Development.....</b>	<b>8</b>
<b>IV.</b>	<b>Current Demographics.....</b>	<b>9</b>
	<b>a. Table 1: Full-Time Employees.....</b>	<b>9</b>
	<b>b. Table 2: Underutilization.....</b>	<b>10</b>
	<b>c. Figure 1: Seven County African-American Availability.....</b>	<b>11</b>
<b>V.</b>	<b>Outcomes.....</b>	<b>11</b>
<b>VI.</b>	<b>Challenges.....</b>	<b>12</b>
<b>VII.</b>	<b>Action Plan.....</b>	<b>12</b>

## **I. Overview of Institution**

### **University Mission Statement**

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

### **Eastern Illinois University Profile**

Eastern Illinois University was established in 1895 as Eastern Illinois State Normal School (that is, a teacher's college) by the Illinois General Assembly. Today, the University grants bachelor's, master's, and specialist's degrees and is accredited through the specialist level by the Higher Learning Commission of the North Central Association of Colleges and Schools (NCA). In its most recent re-accreditation report, the NCA congratulated Eastern for its strong focus on students and their educational attainment.

Eastern Illinois University is governed by its own Board of Trustees. The President is responsible for the operation and general welfare of the University, which is organized into four areas, each headed by a vice president: Academic Affairs, Business Affairs, Student Affairs, and University Advancement. The primary academic units include the College of Arts and Humanities; the Lumpkin College of Business and Applied Sciences; the College of Education and Professional Studies; the College of Sciences; the Graduate School; the Honors College; and the School of Continuing Education.

## **University Policy Number 174: Diversity, Nondiscrimination, and Affirmative Action**

America draws its strength and vitality from the diversity of its people. Eastern Illinois University is enriched by building a campus that celebrates and draws upon the talents of all its students, faculty, and staff.

Eastern Illinois University provides equality of opportunity in education and employment for all students and employees. Discrimination based upon race, color, sex, religion, age, national origin, ancestry, marital status, disability, veteran status, sexual orientation, or any other basis of discrimination precluded by federal and state statutes, is strictly prohibited.

Moreover, as prescribed by federal guidelines, the University is committed to a program of affirmative action to alter patterns of employment which indicate under-representation of members of minority groups and women. The University further pledges itself to a program of affirmative action as prescribed by statute to employ, and advance in employment, qualified disabled individuals, Vietnam-era veterans, and special disabled veterans.

Approved: President

July 20, 2005

Monitor: President

## II. The Recruitment and Employment Process

Administrators, department heads, and other hiring agents receive training and regular briefings regarding Eastern Illinois University's commitment to affirmative action and equal employment opportunities. At the beginning of the search processes for faculty positions and also for administrator/staff positions, hiring agents are required to submit documents detailing specific recruiting efforts that will be carried out by the department and members of the screening committees to fill vacancies, including how the department will reach out to members of underrepresented groups. Members of screening committees have access to these plans and search documentation and are encouraged to pursue additional networking and recruiting efforts to expand applicant pools. In addition to these efforts undertaken by each department in filling positions, the Office of Civil Rights and Diversity carries out targeted recruiting in support of all searches, including postings with sites that target the African-American community.

Prior to the selection of candidates for interviews, screening committee members review recruiting strategies that were undertaken and also university prohibitions of nondiscrimination in the selection process. Before the lists of candidates are finalized for interviews, hiring agents are required to document targeted recruiting efforts that occurred and to discuss the diversity of the qualified applicant pool. They are also required to submit information explaining how each of the candidates, who are proposed for interviews, was perceived to be more competitive than other applicants. The hiring agents are required to discuss the status of applicants, who have identified themselves as African-American or black on the online EEO card administered by the Civil Rights and Diversity Office, before interviews may proceed.

At the conclusion of the interviews before offers of employment may be made, hiring agents are required to discuss each of the candidates interviewed, including those who may have been African-American, documenting how the candidate recommended for employment was perceived to be the most competitive among these qualified candidates. Hiring agents may draw upon the Recruitment and Retention fund to augment negotiations with finalists, including those who may have been African-American.

In those instances, where it is found that hiring agents have not complied with these expectations for recruiting in an appropriate manner or have failed in some manner to fully consider all qualified candidates, searches may be extended, the reviews process of all candidates may be re-examined, or searches may be cancelled.

Civil Service positions are filled in accordance with the guidelines for testing, scoring, and interviewing promulgated by the State Universities Civil Service System. Recruiting, testing, scoring, and civil service employment is administered by the Office of Human Resources. The applicants with the top three scores are forwarded to hiring agents for interviews.

### III. African-American Recruitment and Employment Strategies

Vacancy announcements are routinely placed in appropriate professional journals, professional list-services, and at professional conference recruiting sites. The University routinely advertises in sites which reach very wide audiences, including, for example, the *Chronicle of Higher Education*, *HigherEdJobs.com*, *Inside Higher Education*, and regional and national newspapers. Vacancy announcements are communicated to members of the Alumni Association and are also posted on institutional web sites. Hiring agents also recruit from discipline-specific list-services and online professional journal and sites. Hiring agents and screening committee members for faculty and administrator/staff positions are charged with carrying out and documenting extensive networking activities with potential applicants. For example, they contact colleagues at campuses with large enrollments of African-American students requesting that colleagues encourage those students and employees to apply for Eastern vacancies. The university regularly posts vacancies through the Illinois Committee on Black Concerns in Higher Education list service to its members.

In addition to these efforts, the university also communicates with a wide array of sources that target other under-represented groups, including Asians, Hispanic/Latinos, Native Americans, veterans, and also persons with disabilities. In FY10, Eastern Illinois University carried out specific, additional steps beyond its already significant employee recruiting strategies to attract African-Americans to apply for vacancies at the university, including for example:

- Aggressively recruited alumni and students enrolled at the Historically Black Colleges and Universities, actively communicating information about the campus and employment opportunities. During FY10, Eastern was recognized for these efforts. Eastern was designated as #6 on the **HBCUConnect Top 50 Employers of 2009**. “Companies ranked in the listing demonstrated strength in the following areas: HBCU student and alumni recruitment, brand penetration in the HBCU community, and relationships with HBCU organizations,” stated the HBCU journal publisher;
- A full page advertisement that contained information about the university and its current and future employment opportunities in *Diverse Issues in Higher Education* (formerly Black Issues in Higher Education) on October 1, 2009;
- A full page advertisement that contained information about the university and its current and future employment opportunities in the *Journal of Black in Higher Education* in the winter 2009/2010 edition;
- A page advertisement that contained information about Eastern Illinois University as well as current and future employment opportunities in the National Conference on Race and Ethnicity in American Higher Education (NCORE) program held on June 1-5, 2010;
- Recruited potential employees at the University of Illinois-Urbana Multicultural Career Fair which was held on October 15, 2009.

### Promotion and Advancement Processes

African-American employees are provided opportunities for advancement and development in a nondiscriminatory manner. Applicable provisions of collective bargaining agreements and the State Universities Civil Service System statutes and rules are fully applied.

A large majority of Eastern Illinois University's employees are covered under collective bargaining agreements. Processes related to promotion and retention are detailed in these agreements. Currently, there are twelve such agreements, including: AFSCME 981-Clerical/Technical, AFSCME 981-Service, Carpenters local #347, EIU/UPI Contract Unit A, EIU/UPI Contract Unit B, IBEW Local #146, Ill. FOP Labor Council, Laborers' Local #159, Painters' Local #58, Plumbers and Steamfitter, Operating Engineers #399, and Teamsters Local #26. Members of these units, who perceive that they have been unfairly treated, may file contract grievances.

Faculty applications for retention, promotion, and tenure are reviewed by many groups over many months in accordance with the procedures outlined in the Agreement. Applications are reviewed in the context of the criteria established by each academic department and approved by the Provost. These criteria and the process are widely known and easily accessible to faculty members. Faculty members are provided opportunities to attend workshops on preparing for the retention, promotion, and tenure processes.

The Office of Civil Rights and Diversity monitors longitudinal data related to the race and gender of those faculty members applying for retention and promotion. During the review period AY07-08, AY08-09, and AY09-10, four African-American faculty members applied for promotions. All were awarded promotions. During these same three cycles, three African-American faculty members applied for tenure. Tenure was conferred on all three faculty members.

Forty seven percent of Eastern Illinois University's employees are civil services. Many of these employees are covered by the provisions of the aforementioned collective bargaining agreements. In addition, matters related to retention and evaluation are proscribed in the State Universities Civil Service System rules and procedures. Civil Service employees are not promoted within the same position. They may test and interview for other civil service positions to advance in their career paths. Should they perceive that the provisions of the civil service rules have been unfairly administered, they may file internal and external grievances.

Approximately 16 percent of the Eastern Illinois University's full-time employees are Administrative and Professional Staff positions, who are neither civil service nor faculty. These positions are not covered within collective bargaining agreements. Continuing positions that become available are filled by open search processes and those who qualify for such positions, are encouraged to apply. Hiring agents and search committees are responsible for complying with university policies and procedures for the employment of administrators and other professionals. The recruiting and employment process is monitored by the Office of Civil Rights and Diversity.

Any employee – faculty, administrator, staff, and civil service - may file an internal discrimination complaint with the Office of Civil Rights and Diversity, if he or she believes that discrimination has occurred in relation to promotion or other professional advancement actions.

## Professional Development

African-American employees are provided access to professional development activities in a nondiscriminatory manner. Professional development and training opportunities are available for all employees in each of their home departments.

The central mission of Eastern Illinois University's Faculty Development program is to develop and enable excellent faculty to provide high quality service and leadership across the University's integrated missions of teaching, research, scholarship and creative activities. The aim is to promote overall faculty excellence, morale, and collegiality and to facilitate superior and timely responses to changing external and internal circumstances and priorities. In addition, they offer the New Faculty Orientation Institute which is designed to enhance the retention of faculty members.

The Office of Training and Development provides programs and other assistance to ensure employees are afforded the opportunity to maximize their effectiveness as members of the university community and to magnify their contribution to the success of the university. This unit also offers *The Leading Edge* certificate program. That program strengthens supervisory skills by exploring key management concepts, sharpening communication and leadership abilities, and applying public sector experience and knowledge to university-specific situations.

Administrators and other hiring agents receive training and regular briefings regarding Eastern Illinois University's commitment to affirmative action and equal opportunities. Diversity/nondiscrimination training and workshops are offered to faculty, staff, and students.

In addition, the Office of Minority Affairs organizes a variety of events throughout the academic year that focus upon diversity and cultural topics. Other activities are designed to enhance networking opportunities among faculty and staff of color.

## IV. Current Demographics

**Table 1: Full-Time Employees**

<b>Full-Time Employees – Fall 2009</b>						
	Total Employees			African-American or Black		
	Male	Female	Total	Male	Female	Total
Tenured or Tenure Track Faculty <sup>1</sup>	267	199	466	11	8	19
Faculty Not on Tenure Track <sup>1</sup>	84	107	191	1	3	4
Executive/Senior Level Officials and Managers	4	1	5	0	0	0
First/Mid-Level Officials and Managers	17	22	39	1	3	4
Professionals	152	176	328	13	15	28
Technicians	35	18	53	0	0	0
Administrative Support Workers	29	286	315	0	2	2
Craft Workers	84	4	88	0	0	0
Operatives	28	3	31	0	0	0
Laborers and Helpers	21	0	21	0	0	0
Service Workers	162	95	257	5	1	6

<sup>1</sup>Tenured, Tenure-Track, and non-tenure track faculty members fall under the “Professionals” category in the EEO-1 Job Classification Categories.

**Table 2: Underutilization**

<b>African-American or Black Underutilization – Fall 2009</b>			
	Under-utilized by 80% Rule	% Difference between Incumbency and Availability	Annual Placement Goal <sup>2</sup>
Tenured or Tenure Track Faculty	Yes	1.2%	5.3%
Faculty Not on Tenure Track	Yes	2.9%	5.0%
Executive/Senior Level Officials and Managers	No <sup>3</sup>	-	-
First/Mid-Level Officials and Managers	No	-	-
Professionals	No	-	-
Technicians	Yes	1.5%	1.5%
Administrative Support Workers	Yes	1.0%	2.0%
Craft Workers	Yes	1.4%	1.4%
Operatives	No <sup>3</sup>	-	-
Laborers and Helpers	No <sup>3</sup>	-	-
Service Workers	No	-	-

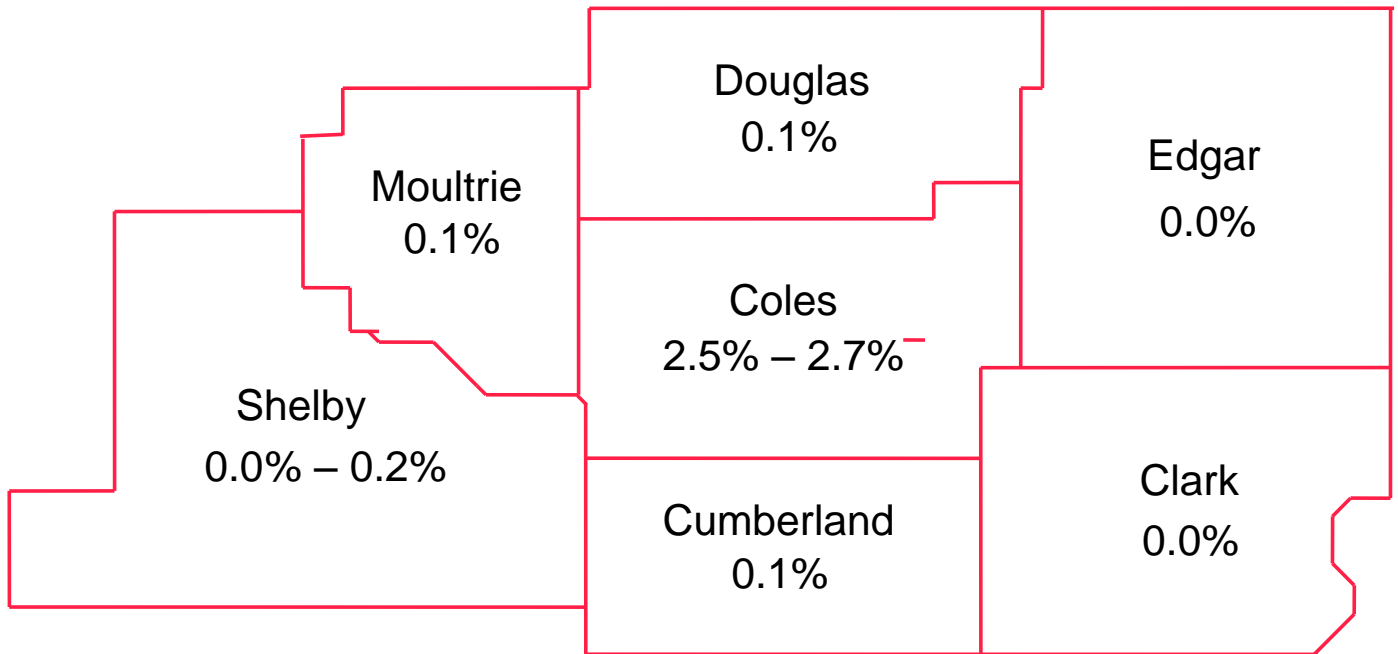
<sup>2</sup>In cases of underutilization, the annual placement goal is equal to the availability of job categories.

<sup>3</sup>Due to small populations, these groups are not underutilized by 80% rule.

Approximately 47% of Eastern Illinois University’s current positions are civil service staff positions. Recruiting, testing, scoring, and employment processes are administered by the Office of Human Resources. Eastern Illinois University is located in Coles County; African-Americans comprised between 0.0% and 5.7% of the population in Coles County. In reviewing the counties located in east central Illinois, African-Americans comprised 5.7% or less of the populations in most of these counties. African-Americans comprised between 5.8% and 16.9% of the populations in Macon, Champaign, and Vermillion counties.

## Workforce Availability Data – Percentage of Individuals who are Black or African-American in Coles County and the Six Surrounding Counties

Figure 1: 7 County Availability



Total Labor Force: 80,540

African-American or black individuals in the labor force: 791

African-American or black individuals as a percentage of the labor force: 1.0%

Total Employed Individuals: 72,733

African-American or black individuals who are employed: 661

African-American or black individuals as a percentage of employed individuals: 0.9%

## V. Outcomes

For fall 2010, 6.7% of the tenure-track faculty members employed during that recruiting cycle reported themselves to be African-American, exceeding the availability goal related to the national composition of doctoral candidates by race and ethnicity. Since 2000, 312 tenure-track faculty members were employed; 6.1% of these faculty members reported themselves to be black or African-American. These percentages exceeded the annual placement goals and indicated that the extensive recruitment efforts have been effective.

Based on the multifactor analysis, individuals who reported themselves to be African-American or black were not underutilized in the following job categories: Executive/Senior Level Officials and Managers, First/Mid-Level Officials and Managers, Professionals, Operatives, Laborers and Helpers, and Service Workers.

## **VI. Challenges**

Based upon a multi-factor analysis of the composition potential available applicant pool and workforce for this campus, five EEO categories had some level of underutilization of individuals who are black or African-American. For the category Tenured/Tenure-Track Faculty, persons who are black or African American represented 4.1% of the group, while the availability and annual placement goal is 5.3%. For the category Non-Tenure-Track Faculty, persons who are black or African American represented 2.1% of the group, while the availability and annual placement goal is 5.0%. For the category Technicians, persons who are black or African American represented 0% of the group, while the availability and annual placement goal is 1.5%. For the category Administrative Support Workers, persons who are black or African American represented 1.0% of the group, while the availability and annual placement goal is 2.0%. For the category Craft Workers, persons who are black or African American represented 0% of the group, while the availability and annual placement goal is 1.4%.

Due to budget constraints that have stemmed from the reductions in state appropriations and other factors, hiring in all areas of the university has diminished. With fewer openings projected to be filled over the next several years, the opportunities to recruit and employ members of underrepresented groups, including those who are African-American or black, will be reduced.

## **VII. Action Plan**

- 1) Sustain extensive advertising and other external recruiting efforts despite significant university budget reductions. Evaluate long-term strategies for addressing the underutilization of African- American or black persons in the context of hiring freezes and staff down-sizing.
- 2) Document specific efforts undertaken to ensure that Eastern Illinois University's undergraduate and graduate students who are African-American or black are aware of employment opportunities at the university.
- 3) Require documentation of recruiting efforts carried out by hiring agents and university department to attract African-American or black applicants for faculty, administrator/professional, and civil service positions.