

EXECUTIVE SUMMARY
AFFIRMATIVE ACTION PLAN
University of Massachusetts Lowell

TABLE OF CONTENTS

I.	Chancellor’s Statement.....	2
II.	Statement from the Director, Equal Opportunity and Outreach.....	4
III.	Affirmative Initiatives.....	5
IV.	Areas of Special Concern.....	15
V.	Workforce Profile.....	16

I. Chancellor's Statement

UNIVERSITY OF MASSACHUSETTS LOWELL
Lowell, Massachusetts 01854

Office of the Chancellor

January 10, 2009

ADMINISTRATIVE ANNOUNCEMENT NO. 5 **EQUAL OPPORTUNITY**

*“We must strengthen our institutional image and be a university known for its educational excellence...
deep diversity... and outstanding service...”*
“We should reach out to diverse audiences...”

From “Shaping UMass Lowell’s Future,” April 2008

Our role as an employer and state institution requires that we, as a University community, comply with Title VII of the Civil Rights Act and related federal and state laws. . It is critical during these challenging times that we reaffirm our commitment to complying with these laws. To that end, we will continue to pursue a path that builds our institution’s ‘cultural competence,’ a phrase that defines our institutional readiness to be inclusive. This is essential to foster a climate that welcomes diverse colleagues and students with respect, civility, and the realization that more may accomplished when all are included in the process.

Our image and outstanding service are enhanced when our employment and academic practices are fair. In this way, we acknowledge the worth and value of the individuals in the University community, and uphold anti-discrimination and anti-harassment laws. University policies reflect these laws. Such factors as race, color, religion, disability, age, gender, sexual orientation, ancestry, marital or veteran status, and genetic information may not be considered factors in any academic or personnel decisions. As a public institution in Massachusetts, anti-discrimination protection also extends to those who serve in the Reserve or National Guard components of the military. Transgendered individuals are now protected under state-anti discrimination laws. Harassing or intimidating behavior based on any of these protected categories is a violation of law and will not be tolerated at UMass Lowell.

It is especially important to adhere to fair hiring practices. These have a direct effect on our ability to increase diversity in our workforce. Our recruitment and outreach activities directed to underrepresented minorities are tools that may provide diverse hiring applicant pools.

As an institution, we have diversity goals outlined in our annual Affirmative Action Plan. We report annually to the Board of Trustees on our progress toward those goals. We continue to improve our recruiting practices, incorporating changes to reflect best practices in attaining diversity in higher education. As a result of conducting procedurally sound, equitable searches, progress will be made consistent with our goals. I encourage you to bear this in mind as you conduct recruitment efforts.

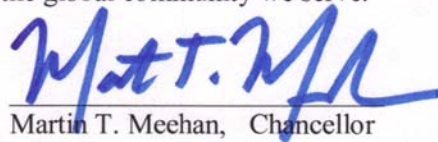
A new area of anti-discrimination law concern relates to the needs of employees with family caregiving responsibilities. Employees may request some adjustments within the workplace that

allow them to meet family caregiving needs. This is available to both male and female employees. "Caregivers" do not constitute a new protected category but gender is a protected category.

Any member of the campus community should contact ***Equal Opportunity & Outreach (EOO) for any assistance regarding complaints of discrimination or for other concerns addressed in this announcement: Cumnock Hall C-4, UML North, 978-934-3565.*** These matters will be responded to with prompt concern to facilitate resolution. We each have the right to raise concerns about discrimination or harassment. We also understand that any attempt to retaliate against anyone who raises, participates in, or conducts a review of such concerns is also prohibited. The EOO staff may be contacted if you wish to inspect the Affirmative Action Plan. Additional information is available at http://www.uml.edu/equal/Workplace_Issues/workplace.html.

As representatives of the University, we are all responsible to maintain a welcoming climate built on mutual respect. Whether in working or learning environments, we are all accountable. It is my expectation that administrators have goals that correspond to our diversity initiatives and will report on their progress in achieving these goals. It is my strong desire that UMass Lowell will adhere to a philosophy of civility and respect for the dignity of all members of our community. Intimidating or harassing behavior will not be tolerated.

When we consider our role as an institution of education which advances the human condition, we recognize the inherent dignity of that condition. We also recognize our obligation to honor that dignity and to reflect the composition of the global community we serve.



Martin T. Meehan, Chancellor

MTM: odb
Series 2008-2009

II. Statement from the Director, Equal Opportunity and Outreach

I am pleased to submit the FY 2009 Update to The Board of Trustees. Since the last submission, the University has continued to make progress on the major workforce oriented goals indentified in the previous updates. We have focused on strategically implementing current best practices in higher education in diversity and inclusion management where applicable to the Lowell campus. With Chancellor Meehan's continued emphasis on diversity, initiatives continue to emerge and to expand. As they do, the University expects to grow in prominence in diverse communities.

This update includes highlights of overall campus based initiatives involving community collaboration and certain initiatives related to students. It is however based on the University's Affirmative Action Plan which is primarily a workforce management document on workforce initiatives.

Our workforce initiatives address the need to increase the participation of African Americans / Blacks, Hispanics, and Native Americans, which are currently underrepresented. Progress remains gradual as the institution responds to challenges and new opportunities while fostering a climate that is receptive to diversity and in which faculty, staff, and students have the opportunity to succeed.

Oneida D. Blagg, Director
Equal Opportunity and Outreach

Equal Opportunity and Outreach Staff
Donna E. Vieweg, Senior Equal Opportunity Associate
Rebecca J. Hall, Equal Opportunity Associate
Bernice R. Murphy, Office Manager

III. Affirmative Initiatives

This section begins with an overview of workforce diversity initiatives, workforce data and summary of progress on goals from the Affirmative Action plan. Throughout this section, the use of an asterisk (*) indicates implementation of best practices.

Explanation of Workforce Data Tables

Each of the attached tables contains data on the minority workforce at the Lowell Campus as of March 31, 2008. They represent a snapshot of the workforce based on voluntary self-identification from faculty and staff. Since some prefer not to disclose racial and ethnic data, some totals may not result in “100%”.

Table 1 – Current ethnic and gender data by job category

Table 2 – Historical ethnic and gender data to measure progress from year to year

Table 3 – Current faculty ethnic and gender data by college and discipline

Table 4 – Current non-faculty (staff) ethnic and gender data by job type

The minority percentages in each of the tables are used to identify whether parity or underrepresentation exists. Tables 2 and 3 demonstrate this in greater detail for faculty and staff respectively. This assists in further identifying the specific academic fields and job types within the University to which minorities and women are being appointed, and these groups they are making progress in those positions across the workforce as a whole. In the case of staff, workforce data is compared to regional or national data of minorities and women in like occupations to determine underutilization or “shortfall”. In the case of faculty, national data based on the number of minority doctoral degrees by discipline are used as the comparator.

The Office of Federal Contract Compliance Programs provides the governing guidance for employers who are required to collect, maintain and analyze workforce data. The data informs the development of outreach and recruitment activities.

Overview of Workforce – Lowell Campus

Minority representation for Hispanics, Asians (including Pacific Islanders), African Americans/Blacks, and Native Americans in the faculty and staff as of March 2008 was 15.1%, up 2% since March 2006. The greatest increase in any ethnic/racial group and within all workgroups is Asian faculty. Participation of Asians in the faculty increased from 14.4% in 2006 to 16.2% in 2008. Overall the University has achieved parity in this ethnic group. Hence, the outreach and recruitment efforts have been directed toward African Americans/Blacks, Hispanics, and Native Americans. African Americans/Blacks and Hispanics are most highly represented in the paraprofessional/staff job category and in the technical/paraprofessional category. Although the percentage of African Americans/Blacks in the secretarial/clerical job category is higher, it should be noted that the total number of all employees in this job category is 55 as compared to 441 in

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

professional/staff and 116 in the technical/paraprofessional category. The number of Native Americans from all workgroups remains at four (4) since 2006. As indicated above, this overview serves as the basis for the goals set in the workforce Affirmative Action Plan. They are grouped by strategy as indicated in the next section.

Other elements that contribute to goals were the responses from individual consultations EOO conducted with Vice Chancellors and Deans. EOO also solicited their perceptions about the campus climate for minorities.

EOO expanded the workforce analysis of underrepresented groups to include a review of data on transitional employees – those who move from temporary part-time to permanent fulltime status – to determine and adverse impact on recruitment of minority staff.

In addition, the expanded analysis also included the turnover quotient of minority faculty and staff to determine if new minority hires are simply “replacing” other minorities who left the workforce, as opposed to an actual increase of minorities in the workforce.

Strategies to Attract Minorities to the Workforce from Affirmative Action Plan

RECRUITMENT STRATEGIES

Goal: *Increase minority representation as indicated in Tables 3 and 4; greater recruitment of African American/Black and Hispanic applicants (faculty and professional non-faculty staff).*

Progress: African American/Black participation has increased from 1.8% in 2007 to 2.2% in 2008, as a result of new hires in professional/staff, technical paraprofessional, and service/maintenance job groups. **Overall this is the third year of incremental increase in the participation of African Americans/Blacks in the workforce which has contributed to a gradual increase in minority representation from 13.1% in 2006 to 15.2% in 2008.**

Goal: *Plan a reception for key leaders and professionals in minority affiliations and organizations for May – Dec 2007**

Progress: Hosted “Diversity in Motion” luncheon forum for key leaders and representatives of minority affiliation/organizations in December 2007.

Working toward this goal, starting in the spring 2007, EOO increased the level of engagement with agencies/organizations who work with job seeker populations. EOO mailed representatives numerous packages which informed them of minority workforce outreach recruitment activities such as career fair sponsorships. The packages also included copies of recruitment advertisements in various minority publications that are well-regarded among minority professionals and academics. EOO also continuously notified them of employment opportunities on the campus and asked that they broadcast these opportunities to their constituents.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

The invitation to the representatives to attend the event came from Chancellor Meehan who spoke at the event. Various members of the University community participated including University Administrator, Deans, faculty and senior staff. Over 40 guests attended the event. During the program, they provided feedback to University table hosts (Deans and Directors) regarding how the University might best reach out to diverse job seekers. As a result of this activity additional outreach opportunities with other groups emerged. The event received coverage from *El Mundo*, the largest Hispanic publication in New England.

Additional outreach to minority organizations and recruitment sources resulted in initiating contact and developing rapport with the following organizations/individuals.

- Northeast Regional Black Nurses Association: EOO began outreach in December 2007. EOO staff attended association meeting in November 2008 to discuss current UMass Lowell initiatives to enhance participation of Blacks in the field of nursing.
- Mashpee Wampanoag Tribe: EOO began outreach in December 2007. A tribal official visited campus on July 16, 2008.
- A Commissioner of the Commonwealth Commission on Native Americans and Director of the North American Indian Center of Boston visited campus on July 16, 2008.

The following individuals participated in the July 16, meeting: the Executive Vice Chancellor, the Dean of Engineering, the Dean of Management, two members of Engineering faculty, the Dean of Enrollment, the Assistant Director of Human Resources, and other EOO staff. This led to plans to work with the tribe for faculty and staff recruitment more closely once the tribe is farther along in reorganizing consistent with the requirements of federal recognition. However, in the short term as a result of EOO efforts, the Commissioner referred a Native American prospective student to the campus. The student was soon enrolled for the fall 2008 semester. The Commissioner has also referred Native American job seekers to the University for staff and faculty recruitment. The outreach to the Commissioner, who also serves as Director of the North American Indian Center was most strategic: She is a recognized resource in the Native American community and is in contact with Natives Americans from around the country.

As a result of on-going contact with a representative of Massachusetts State Office of Diversity and Equal Opportunity, this entity requested the EOO Director to garner support from President's Office for the Commonwealth Career Discovery Expo, a joint effort among several state government agencies to be held at the Boston Campus. The State Office of Diversity and Equal Opportunity offers an annual career event and the theme for 2007 was higher education. Chancellor Meehan endorsed the effort followed by President Wilson's endorsement and encouragement for support from all the campuses. Forty-nine state offices exhibited at the Career Expo which was offered free to attendees and exhibitors.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

Goal: *Research minority organizations and recruitment sources.**

Progress: Attendance and sponsorship at minority career fairs

From May 2007 to October 2008, EOO participated in a total of seven career fairs as indicated below. This was accompanied on several occasions by advertisements promoting the University sponsorship of these events.

Latino Career Expo
Latino Career Fair
Latino Family Health & Fitness Festival
Boston Diversity Employment Day Career Fair
Commonwealth Career Discovery Expo
Bay State Banner Career Fair
Power Diversity Career Expo

Visitors to Booth: 397
Resumes Collected: 74

Progress: Development of workforce recruitment advertisements

EOO developed minority recruitment advertisements for faculty and staff depicting minority faculty and staff from the campus, including an advertisement with a photograph of faculty and staff with Congressman John Lewis. These advertisements appeared in such venues as Chicago *Sun Times* (hard copy, video, on-line), *The Hispanic Outlook in Higher Education*, *Indian Country Today*, *El Mundo*, and *The Bay State Banner*.

Progress: Identify Minority Serving Institutions

October-November 2006 - Identified 108 minority serving institutions and created database of key academic contacts sorted by discipline. This data provides faculty search committees with a key resource for targeted recruitment.

April 2007 - Identification of Presidents, Chancellors, Dean, Department Chairs and Provosts at larger minority serving institutions completed. This has provided the Chancellor with the mechanism to contact key individuals when searching for high level administrative positions.

CLIMATE MAINTENANCE STRATEGIES

Goal: *Presentation of training in sexual harassment prevention, civility and other subjects.**

Progress: During FY 2007-2008, the concept of cultural competency was included in the diversity education.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

- Number of Sessions: 18
- Participants: 193 - Expanded Cabinet, staff, faculty, and students
- Topics: Diversity Café, Cultural Competence and Respect (anti-discrimination and group dynamics), Equity in Hiring, Prevention of Sexual Harassment, Complaints of Discrimination.

In October 2008, EOO launched on-line diversity education providing two programs to the workforce and to students. One covers anti-discrimination and the other covers sexual harassment. EOO customized the content and both programs are available from the EOO website. To assist in introducing the training programs, the Executive Vice Chancellor and Provost wrote to faculty and staff to emphasize participation.

As of January 5, 2009, combined training participation of 382

- *Preventing Sexual Harassment*
 - *101 Staff*
 - *19 Non Tenured Faculty*
 - *10 Part Time Staff*
 - *9 Students*
 - *8 Tenured Faculty*
 - 147- Total participation***

- *Respecting Differences, Preventing Discrimination*
(Includes material on cultural competence)
 - *159 Staff*
 - *30 Students*
 - *23 Tenured Faculty*
 - *14 Non-Tenured Faculty*
 - *9 Part Time*
 - 235- Total participation***

As a community service, the on-line education is also available to regional employers with less than 50 employees.

Progress: In July/August 2008, EOO launched a public service announcement (PSA) campaign on WUML Sunrise Radio, 91.5 FM. The topics were cultural diversity, fair hiring practices and cultural competency. Individual PSA messages are available on the EOO website under *Diversity Education and Awareness*.

Additional Initiatives

Academic Curriculum

The General Education Program at UMass Lowell fosters active learning by engaging students to think critically, communicate effectively and embrace cultural diversity.

Joint Efforts Across the Campus

During October 2008, the Hispanic Heritage Month celebration included an external speaker series featuring prominent Hispanics, a poetry reading, and an ethnic dance group. These programs resulted from collaboration between the Office of the Chancellor, Community Relations, Equal Opportunity and Outreach, Student Activities and Multicultural Affairs, faculty, staff, and student leaders.

WUML Sunrise Radio, 91.5 FM produced interviews with EOO Director on diversity related topics such as inclusion, outreach activities and diversity. In addition, a regional diversity consultant, Ms. Patti DeRosa, President/CEO of ChangeWorks Consulting,” participated in a separate interview on the subject of “White Privilege”.

With respect to the relationship between workforce diversity and diversity in the student body the following activities are highlighted.

- Collaboration between department faculty and psychology faculty in a study to promote women in the STEM fields, funded by the National Science foundation.
- The School of Health and Environment (SHE) and Admissions sponsored several seniors from Lawrence High School Health and Human Services Academy for a tour of the campus, a diversity lecture, and career information about the majors in SHE, October 2008.
- The Graduate School of Education and the Office for School University Partnerships are involved in outreach to PK-12 schools in the northeast region of the Commonwealth. Specific initiatives in the past year include the activities referred to under section on Graduate School of Education.
- EOO and Admissions collaborated to advertise in key minority publications in Boston and the Merrimack Valley for the first time.
 - The number of admitted students of color who enrolled increased 39%, almost doubling our increase in overall new undergraduate students (from 20%).
 - The largest gains are among African American (up 48%), Asian (up 26%), and Hispanic (up 49%) students.
- The Martin T. Meehan scholarship created ten, one-year \$5,000 scholarships specifically for high achieving students of color. All ten have been awarded.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

- EOO provided to Admissions 60 complimentary tickets for the Latino Family Health and Fitness Expo sponsored by *El Mundo* newspaper. Admissions offered the tickets to Hispanic students and various community partners in the Lowell/Lawrence area. Admissions shared the exhibit booth with EOO, July 2007.
- University has sponsored “hockey nights” to offer special multicultural events for prospective students, an introduction to the campus for high school and community college counselors, and many other events.
- Feature article published in *The Bay State Banner*, written by a member of Nursing faculty, edited by EOO, featuring African nursing student, spring 2008, resulted from EOO networking with *The Bay State Banner*.
- Diversity in Nursing Program Coordinator presented at the New England Regional Black Nurses Association Meeting, Boston, MA., November 2008, resulted from EOO outreach to NERBNA for workforce recruitment as previously indicated.
- Advisor and 11 students attended national conference of the Society of Hispanic Professional Engineers with financial support from College of Engineering, EOO, and Admissions, November 2008.
- The Quilt Project was part of the “Creating Diversity Spaces” on UML campus involving faculty and staff members as well as community members. Quilts depicting scenes of diversity in the City of Lowell were completed in 2007 and remain on display in Southwick Hall, North Campus. Additionally, placards of quotations from famous figures supporting diversity have been affixed to benches around campus.

Community Engagement Activities

The City of Lowell population includes 16.5% Asians (primarily Khmer and Thai), 14.0% Latinos, and 4.2% African Americans or Blacks (based on the 2000 US Census). Historically, there has always been a high immigrant population in Lowell and there is also a Hispanic population of 14% in Lawrence. Consequently the programs the University offers for those in this region necessarily impact diverse minority populations and immigrant populations. However some of these initiatives clearly focused on minority populations. Clearly, the University recognized that minority and immigrant populations have distinct needs. Many of the University programs may serve these communities in areas where needs may overlap.

Office of Community Relations

As a result of partnership support for ethnic and international-themed cultural activities in the cities of Lowell and Lawrence that enrich both the campus and the community, the University sponsors a number of regional festivals. Attendance and participation range from 200 to approximately 100,000. Information booths often offer material about academic programs and material from EOO.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

- Bread & Roses Festival is a multi-cultural and labor history festival held in a primarily minority community in Lawrence.
- The Massachusetts Poetry Festival in Lowell was a three-day literary festival, held in October 2008, which featured many of the most prominent Latino/Latina and African-American poets in the state. Attendance exceeded 2,000.

Office of Public Affairs

WUML Sunrise Radio 91.5 FM programming included 40 hours of community-produced programs each week representing diverse audiences such as music and/or language programs in Khmer, Laotian, Portuguese, Spanish, Latin, Indian, Armenian, and French Canadian.

Continuing Studies and Corporate Education

CSCE supports local organizations that serve women and underrepresented populations such as Girls Inc. of Greater Lowell; and the Boys and Girls Club of Lowell.

College of Arts and Science

College faculty have participated in programs in the region related to Hispanic culture and history including advisory board membership, serving as mentors, and organizing cultural symposia on traditional Latin American celebrations and film series.

Other faculty activities include involvement in numerous Lowellian projects, such as the Lowell Folk Festival, Cultural Organization of Lowell (COOL) Form-Based Zoning, and the Lowell Jackson/Appleton/Middlesex (JAM) Urban Renewal Plan.

The College offers a “Diversity in the Workplace” graduate certificate program.

The Center for Women and Work continued toward its 10th year addressing three core center-sponsored research endeavors: 1) Carework: People, Policies and Politics; 2) Women in Science, Technology, Engineering, and Mathematics; and 3) Gendered Work Climates, Discrimination, and Health.

Graduate School of Education

The Bartlett Community Partnership School (PK-8) serves nearby low income neighborhoods.

The College Prep Program and New Horizons serve 250 high school students each year through college readiness programs in Lawrence and Lowell. Graduates of these programs frequently enroll as undergraduates at UMass Lowell.

The Northeast Network of the STEM (sciences, technology, engineering, and mathematics) pipeline helps schools and colleges collaborate to improve the quality of teaching and enhance career awareness in STEM fields. Urban schools receive priority attention.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

The UMass Lowell Academy for Technology, Engineering and Math-Science (TEAMS) exposes high school student to challenging applications of science, technology, engineering, and math. Special attention is given to gender balance and underrepresented groups.

Department of Athletics

The NCAA Life Skills Program provides student-athletes with educational workshops and seminars on issues related to substance use, race relations, sexual orientation, etc..

The National Consortium has recognized UML student-athletes for Academics and Sports for conducting outreach programs that serve more than 10,000 people annually in communities with high minority populations. Programs range from a Christmas family adoption program, to mentoring young at-risk children, to conducting sports clinics at the Boys & Girls Club.

College of Management Collaborations:

The College of Management collaborates with the following initiatives:

- The Small Business Assistance Center in downtown Lowell, which provides entrepreneurial support for low income individuals interested in starting their own businesses.
- The Merrimack Valley Venture Forum which supports entrepreneurship and innovative initiatives of a diverse population of individuals and small businesses in the Merrimack Valley.
- The Women's Collaborative of the Merrimack Valley Venture Forum targeting women planning to start or grow small businesses.

School of Health and Environment

Department of Nursing

Received over \$1 million in funding for the 'Bring Diversity to Nursing' project, funded by the Massachusetts Department of Public Health under its Reducing Racial and Ethnic Health Disparities: Workforce Development program, 2007-2010, and the U.S. Department of Health and Human Services, Health Resources and Services Administration, under its Nursing Workforce Development program, 2008-2011.

The Bring Diversity to Nursing Project description and faculty recruitment solicitations were included in the National Hispanic Nurses Association conference proceedings brochure, July 2008.

Department of Work Environment

Members of the Work Environment faculty gave a presentation to Hispanic teens on "Talking about Science & Engineering" at the invitation of the Lowell Housing Authority Youth Program.

The department collaborates with psychology faculty in a study to promote women in the STEM fields, funded by the National Science Foundation.

University of Massachusetts Lowell
Affirmative Action Plan
Executive Summary

The Toxic Use Reduction Institute (TURI) of UMass Lowell has awarded \$63,000 in grant funds to nine Massachusetts community organizations including Masphee-Wampanoag Tribe fish anglers and Vietnamese floor cleaning cleaners.

A Spanish/English electronic resource center providing construction safety training and educational materials for Hispanic workers was launched in 2005. The web-based resource center is managed by a faculty member.

Other efforts related to workplace safety, reduction of injury and illness involve outreach to various communities including Hispanic construction workers, Cape Verdean cleaning workers, Cape Verdean hardwood floor finishers and Vietnamese nail salon owners and nail technicians.

Department of Physical Therapy

Physical Therapy faculty has collaborated with faculty from sociology and psychology in a disability studies project.

College of Engineering

DESIGNCAMP offers a series of week-long summer academic project-based programs for students in grades 5 through 10. This includes specific sessions that are set aside for girls only.

The Women in Science and Engineering (WISE) program usually awards 20 scholarships for girls to attend DESIGNCAMP.

All senior Capstone design projects in the Department of Electrical & Computer Engineering involve designing Assistive Technology equipment for improving the quality of life for a mentally or physically challenged individual.

The High School Assistive Technology Design Fair program brings over 160 high school students from over a dozen school districts (including the entire junior year class from Massachusetts Academy for Math and Science) to campus to demonstrate their own Assistive Technology projects. Modeled after department's Assistive Technology design program, each high school team undertakes the same design process to help a disabled individual in his or her own community.

The SLICE program (Service Learning Integrated throughout the College of Engineering) aims to integrate aspects of service to community partners throughout the core curriculum in Engineering.

The College has also funded trips for the student chapter of SHPE (Society of Hispanic Professional Engineers), NSBE (National Society of Black Engineers) and SWE (Society of Women Engineers) to regional and national conferences.

IV. Areas of Special Concern

Contract Language

Reviewing EEO related language in union contracts continues to require attention. This includes the following areas: non-discrimination, affirmative action, retrenchment, recall, filling vacancies, among other areas. The last two areas may provide a mechanism to build accountability for participating in diversity initiatives and for developing incentives as well.

Gender Equity

Due to the current financial exigency it is not possible to address gender equity in faculty pay. Progress reported in the 2007 Update in terms of achieving agreement between the Administration and faculty union on the approach, philosophy and possible methods for addressing pay equity will need to be revisited as resources may permit. A similar initiative may be necessary for staff salaries as indicated by a preliminary review.

Involvement with The Commonwealth Compact

As the largest employer in the Merrimack Valley, the University recognizes the potential of working with regional employers, who have signed The Compact on initiatives that reflect regional needs.

Diversity in Candidate Pools

Given the potential for additional budgetary reductions, a careful allocation of resources will be needed to continue networking within minority communities and advertising in minority publications. The resulting rapport has a direct impact on the diversity within upper level administrative and faculty candidate pools.

V. Workforce Data Tables

The following tables may be found on pages 17-23.

Table 1. Workforce Representation of Protected Category by by EEO-6 Job Category and University Job Group, 3/31/2008

Table 2. Historical Workforce Comparison by EEO-6 Category, 3/31/2008

Table 3. Tenure System Faculty Utilization Analysis by Department, 3/31/2008

Table 4. Non-Faculty Utilization Analysis by University Job Group, 3/31/2008