Duke University

Affirmative Action Plan

(Executive Order 11246)

2017

This document is available in alternative format upon request.

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Plan Summary

INTRODUCTION

The Duke University Affirmative Action Plan (Executive Order 11246) 2017 (the Plan) is a compliance document fulfilling part of the responsibilities of Duke University as a federal contractor and is part of the Duke University and Duke University Health System Affirmative Action Program (the Program). In addition to complying with federal regulations, the annual updates to the Plan allow it to be used as a management tool for the University. It includes those policies, practices and procedures that we implement to ensure equal employment opportunity. The Plan serves as a guide in monitoring progress and developing initiatives to enhance equal opportunity, and sustaining diversity and equity efforts in all sectors of employment at Duke University. The process for developing the Plan allows us to engage in self-analysis for discovering any barriers to equal employment opportunity.

DESCRIPTION OF THE 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 Duke’s workforce by race/ethnicity 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 workforce availability estimates in the relevant labor markets to determine whether women and minorities are underutilized within Duke’s workforce. When underutilization of women or minorities is identified in specific job groups, a placement goal is set. The 2017 updates of the workforce and utilization analyses are provided in the sections for Faculty and Staff.

Two supporting sections follow these updates. Initiatives to Alleviate Underutilization discusses areas of improvement and describes strategies and corrective actions. Process and guidelines for assessing progress and effectiveness of the affirmative action program are described in the Monitoring and Reporting section. Additional information is included in the appendices.

The Duke University Affirmative Action Plan (Executive Order 11246) 2017 includes faculty and staff at the following entities:

**Faculty**
- Arts and Sciences
- Pratt School of Engineering
- University Institutes and Centers
- Divinity School
- Fuqua School of Business
- Nicholas School of the Environment
- Sanford School of Public Policy
- School of Law
- School of Medicine

**Staff**
- University Administration
- Office of the Executive Vice-President
- Office of the Provost
- School of Medicine
- School of Nursing
- Private Diagnostic Clinics
- Medical Center Ancillary Units and Agencies
- School of Nursing
FACULTY AND STAFF PROFILE OVERVIEW

This Plan includes demographic profile and utilization analyses for regular rank faculty and full-time staff. Regular rank faculty includes persons in tenure-track positions as well as other full-time nontenure track faculty who have a definite instructional component to their appointment and hold appointments in units offering degree credit with the intent of an ongoing contractual relationship to the university with such relationship subject to periodic review. Faculty information is obtained from the Office for Institutional Research and reflects a January 1, 2017 snapshot.

Staff data are derived from the payroll system and reflect a January 1, 2017 snapshot.

For the 2017 Plan, we report 16,015 faculty and staff at Duke University. Over the past several years, there has been modest growth among regular rank faculty and staff. Since the 2016 Plan, faculty and staff growth is nearly 3%. Representation of women and minorities for all groups has remained essentially the same as previous years.

Representation of women and minorities for faculty, exempt and nonexempt staff is presented in Figure 1. Women category include women of all races, and the minority category includes both men and women who self-identify as Hispanic, American Indian, Asian, Black, Native Hawaiian/Pacific Islander, or two or more races.

![Figure 1. Representation of Women and Minority Groups (see Tables 1 and 2 for details)](image-url)
FACULTY PROFILE

For the 2017 Plan, we report 3,520 regular rank faculty, representing 38% women and 23% minorities groups. These figures include faculty at the Schools of Medicine and Nursing.

Table 1 describes the demographic profile of regular rank faculty by tenure status noting the percentage of faculty in each group by sex and racial categories. The “Women” category includes women of all races. “All Minorities” include Hispanics, Asians, Blacks, and Other Races. “Other Races” include American Indian, Native Hawaiian and Pacific Islander and two or more races. There are 17 faculty in the “Other Races” category.

As noted below, among the 1,300 tenured faculty there are 26% women and 19% minority faculty, a 1% increase for each. There is a higher representation of women and minority faculty among the tenure track and nontenure track positions. Asian faculty are the largest minority group by far, followed by Black and Hispanic faculty.

Table 1. Regular Rank Faculty by Tenure Status

<table>
<thead>
<tr>
<th>Tenure Status</th>
<th>Total</th>
<th>Women</th>
<th>All Minorities</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Black</th>
<th>Other Races</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>1,300</td>
<td>26%</td>
<td>19%</td>
<td>3%</td>
<td>12%</td>
<td>4%</td>
<td>&lt;1%</td>
<td>81%</td>
</tr>
<tr>
<td>Tenure Track</td>
<td>365</td>
<td>41%</td>
<td>32%</td>
<td>5%</td>
<td>19%</td>
<td>6%</td>
<td>2%</td>
<td>68%</td>
</tr>
<tr>
<td>Nontenure track</td>
<td>1,855</td>
<td>47%</td>
<td>25%</td>
<td>3%</td>
<td>16%</td>
<td>5%</td>
<td>&lt;1%</td>
<td>75%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>3,520</td>
<td>38%</td>
<td>23%</td>
<td>3%</td>
<td>15%</td>
<td>5%</td>
<td>&lt;1%</td>
<td>77%</td>
</tr>
</tbody>
</table>
As we continue to strive for progress, Duke’s concerted effort to enhance diversity and to recruit and retain women and minority faculty has resulted in modest gains for women and minority faculty. As noted in Figure 2, the growth among women and minority faculty has been proportionally higher than the increase among total faculty.

![Faculty Growth Patterns for 2012-2017](image)

**Figure 2. Faculty Growth Patterns for 2012-2017**

The growth among faculty has resulted in gains for women and minority faculty and resulted in achieving placement goals in selected departments. Limited hiring opportunities and increasing availability of qualified women and minority faculty are considerations as continue to strive for greater diversity.

Recruitment and retention of women and minority faculty remains an important institutional priority. The leadership at the University – the President, Provost, Chancellor, deans, and department chairs – has pledged support for, and commitment to, diversity initiatives outlined by the provost.

These initiatives include:

- Emphasis on recruitment and retention of women and minorities in areas/disciplines where they are underrepresented;
- Sustained focus on each hiring opportunity with outreach and support for search committees;
- Continued support for the Provost's Postdoctoral Program;
- Efforts to support an optimal working environment for faculty; and
- Promoting work-life policies and practices.
STAFF PROFILE

Table 2 presents the demographic representation of Exempt and Nonexempt staff within job categories noting the percent of staff by sex and race groups in each category.

The “All Minorities” category includes Hispanics, Asians, Blacks, and Other Races. American Indian, Native Hawaiian/Pacific Islander and two or more races are combined under “Other Races” category.

The data are obtained from the University’s payroll system and reflect a January 1, 2017 snapshot.

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Total Staff</th>
<th>Women All Races</th>
<th>All Minorities</th>
<th>Ethnicity/Race</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hispanic</td>
</tr>
<tr>
<td>Exempt Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive/Admin.</td>
<td>684</td>
<td>384/56%</td>
<td>97/14%</td>
<td>14/2%</td>
</tr>
<tr>
<td>Professional</td>
<td>7,241</td>
<td>4,714/65%</td>
<td>2,022/28%</td>
<td>241/3%</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>306</td>
<td>279/91%</td>
<td>42/14%</td>
<td>8/3%</td>
</tr>
<tr>
<td>Nonexempt Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>167</td>
<td>159/95%</td>
<td>25/15%</td>
<td>4/2%</td>
</tr>
<tr>
<td>Admin. Support</td>
<td>1,789</td>
<td>1,554/87%</td>
<td>666/37%</td>
<td>57/3%</td>
</tr>
<tr>
<td>Technical/Para</td>
<td>1,469</td>
<td>1,062/72%</td>
<td>581/40%</td>
<td>79/5%</td>
</tr>
<tr>
<td>Skilled Crafts</td>
<td>136</td>
<td>1/1%</td>
<td>31/23%</td>
<td>3/2%</td>
</tr>
<tr>
<td>Service</td>
<td>703</td>
<td>300/43%</td>
<td>596/85%</td>
<td>59/8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,495</strong></td>
<td><strong>8,453/68%</strong></td>
<td><strong>4,060/32%</strong></td>
<td><strong>465/4%</strong></td>
</tr>
</tbody>
</table>

For the 2017 Plan, we report 12,495 staff at Duke University, an increase of 356 over last year. Representation of women at 68% and minorities at 32% has remained unchanged. The exempt staff comprises 66% of the total staff. The Professional category, with 7,241 staff, is the largest group. The Professional category includes positions in administrative, technical areas, student and financial services.

Based on the current availability estimates, women tend to be well represented in all job categories, except top tier positions in the Executive/Administrative category and among Skilled Craft positions. Underutilization for Minority groups is noted among senior administrative positions in both Executive/Administrative and Professional job categories as well as in Skilled Crafts. Placement goals have been set to address underutilization.
INITIATIVE FOR MOVING FORWARD

Duke University 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. We recognize that self-assessment, enhanced managerial accountability, education and resources are fundamental to making progress. Specific information regarding initiatives is noted in the *Initiatives to Alleviate Underutilization* section.

Institutional initiatives focus on the following:

- Expanding the scope of recruitment and retention efforts;
- Offering coaching, professional development and mentoring opportunities;
- Promoting and sustaining a respectful and inclusive workplace;
- Improving accountability measures for diversity and work culture initiatives; and
- Enhancing internal monitoring and reporting systems.

The Office for Institutional Equity, in collaboration with the Office of Human Resources, Provost, deans and department heads, has initiated several programs to alleviate the underrepresentation of women and minorities and to create awareness of best practices in sustaining a more diverse and equitable workplace. During the past few 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. The Office for Institutional Equity staff visits search committees to share best practices and offer support for conducting a compliant and equitable search process. Human Resources and the Office for Institutional Equity staff monitor recruitment patterns and employment transactions, especially in areas where placement goals have been identified.

While initiatives described above are 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 incorporate the fundamental principles of equal opportunity, diversity and inclusion in all aspects of the Duke experience.