



2016

Affirmative Action Program for Women & Minorities  
At  
Northwestern State University

**EQUAL EMPLOYMENT OPPORTUNITY/  
AFFIRMATIVE ACTION PLAN**

**FOR**

**NORTHWESTERN STATE UNIVERSITY**

Natchitoches, Louisiana 71497

DATA YEAR: October 1, 2014 to September 30, 2015

AAP YEAR: October 1, 2015 to September 30, 2016

PLAN COMPLETED BY:

\_\_\_\_\_  
Mrs. Veronica M. Biscoe, Director  
University Planning, Assessment & EEO  
(318) 357-6359

APPOINTING AUTHORITY:

\_\_\_\_\_  
Dr. James B. Henderson, President

I have read this affirmative action plan and will ensure that all necessary and appropriate steps are taken to make certain this University provides equal employment opportunities to all employees and applicants.

Facility EEO-6 Identification Number: 002021

STATEMENT OF EQUAL EMPLOYMENT OPPORTUNITY  
AND AFFIRMATIVE ACTION POLICY

It is, has been, and will continue to be the policy of Northwestern State University to provide equal employment opportunity without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status. Further, it is the policy of this University to undertake affirmative action in compliance with all federal, state, and local requirements. I wish to take this opportunity to issue a formal reaffirmation of this policy and to assure faculty, staff, students, and applicants for employment of my personal commitment to our equal opportunity and affirmative action objectives.

Our continued success depends heavily on the full and effective utilization of qualified persons. I will continue to direct our employment practices toward ensuring equal opportunity for all. The University intends that all matters related to recruiting, hiring, training, compensation, benefits, promotions, transfers, terminations, as well as all University-sponsored social and recreational programs and all treatment on the job be free of unlawful discriminatory practices.

As a government contractor, we are obligated to keep records, make reports to the federal government, develop written Affirmative Action Programs, and otherwise document the results of our good faith efforts to ensure equality of employment opportunity at Northwestern State University.

While, as President, I retain the overall responsibility for University's Equal Employment Opportunity and Affirmation Action Programs, the administration and implementation of these important programs for women, minorities, individuals with a disability, and veterans of the wars, including the Vietnam Era, are the responsibility of Ms. Veronica Biscoe, Director of University Planning & Assessment and EEO Officer. I ask each vice-president, dean, director, department head and supervisor join me in full support of the principles of equal opportunity and affirmative action. I invite any applicant or employee to address your concerns and questions to Ms. Biscoe.

---

Dr. James B. Henderson

Date

## LIST OF DEPARTMENTS & JOB GROUP CODES

All personnel areas and job group codes as listed are included in this plan.

### Departments:

Academic Affairs  
Academic Success Center  
ACE (Academic Advising Center)  
Admissions  
Auxiliary Services  
Biological & Physical Science  
Business Affairs  
Child & Family Network  
Child Development Center  
CJ/History/SS  
College of Arts & Letters  
College of Business & Technology  
College of Education & Human Development  
College of Nursing & Allied Health  
Creative & Performing Arts  
Electronic & Continuing Education  
Engineering Technology  
External Affairs  
Family & Consumer Sciences  
Grounds  
Health & Human Performance  
Information Systems  
Informational Services  
Institutional Research  
Intercollegiate Athletics  
LAATTC (Louisiana Addiction Technology Transfer Center)  
Language & Communications  
Louisiana Folklife Center  
Maintenance of Buildings  
Marketing & Branding  
Mathematics  
Military Science  
NCPTT (National Center for Preservation Technology & Training)  
NSU Center – CenLA  
NSU Center – Leesville/Ft. Polk  
NSU Elementary Lab School  
Operations of Utilities  
Physical Plant

Plant Services  
President's Office  
Psychology  
Research & Sponsored Programs  
Scholars' College  
School of Business  
Social Work  
Student Affairs  
Student Experience  
Student Financial Aid  
Student Services  
Student Support Services  
Teaching, Leadership & Counseling  
Technology, Research & Economic Development  
Testing Center  
University Advancement  
University Affairs  
University Planning/EEO  
University Police  
University Printing  
University Recruiting  
University Registrar  
Watson Library  
WRAC (Wellness, Recreation & Activity Center)

Job Groups:

O1A Executive  
O1B Administrative  
O1C Managerial  
O2A Professor  
O2B Associate Professor  
O2C Assistant Professor  
O2D Instructor  
O3A Prof-Non-Fac-Academic  
O3B Prof-Non-Fac-Inst  
O4A Secretarial  
O4B Clerical  
O5A Technical  
O5B Paraprofessional  
O60 Skilled Crafts  
O7A Service  
O7B Maintenance

## Confidentiality Notice to the OFCCP

This Affirmative Action Program contains substantial confidential information which is subject to the provisions of 18 USC Section 1905. *Chrysler Corp. v. Brown, 441 U.S. 281 (1979)*.

This Affirmative Action Program is the property of Northwestern State University and it is loaned to the Office of Federal Contract Compliance Programs, along with certain other materials requested by the OFCCP, on the condition that the government hold them totally confidential and not release copies to any person.

Pursuant to 5 U.S.C. Sec. 552 Northwestern State University asserts that at least certain sections, exhibits, and compliance investigation files are exempt from the FOIA disclosure provisions. Disclosure of AAP Sections IV and X and Exhibits 2, 3, 7 and 8, and the compliance investigation files would injure the business and financial position of the contractor, and would constitute an unwarranted invasion of the privacy of its employees. Disclosure of the above information would also reveal valuable trade secrets and confidential commercial and financial information.

Notice is hereby given of a request pursuant to the regulations of the OFCCP that this AAP be kept confidential.

Northwestern State University does not consent to the release of any information whatsoever contained in this Affirmative Action Program under the Freedom of Information Act. If the OFCCP or any other Federal agency is considering a request to release any portion of this AAP under the Freedom of Information Act, Northwestern State University asks that the government immediately notify Dr. James B. Henderson, President, of any and all Freedom of Information Act requests received by the government or any other contemplated release of this AAP or any other information obtained by the government from Northwestern State University.

NOTE: The term "Affirmative Action Program" or "AAP" includes its supporting appendixes, exhibits, documents, data, and all materials provided by Northwestern State University to the OFCCP or other governmental agency.

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\*Available in EEO Office, #111 Caspari Hall

**Northwestern State University  
Commitment to Equal Employment Opportunity**

It has been, and will continue to be, the policy of Northwestern State University to be an equal opportunity employer. All employment decisions are based on job related standards and must comply with the principles of equal employment opportunity.

In keeping with this policy, the University will continue to recruit, hire, train, and promote into all job levels the most qualified persons without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status or retirement status. All personnel actions, such as compensation, benefits, transfers, layoffs, training, and education are administered without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, veteran status or retirement status.

The University is committed to equal opportunity for student success by providing access to educational programs, tuition assistance, and social and recreational activities for all students without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, pregnancy or parenting status, age, veteran status or retirement status.

Additionally, the University provides equal access to the Boy Scouts of America and other designated youth groups.

Student complaints or inquiries related to Title IX should be directed to the Dean of Students, Frances Conine (318-357-5286), located in room #309 of the Friedman Student Union. Employee Title IX issues should be directed to the EEO Officer, Veronica M. Biscoe (318-357-6359), located in Caspari Hall, room #111.

In accordance with Section 35.106 of the Americans with Disabilities Act (ADA), all participants, applicants, organizations, and interested individuals are advised and notified that the ADA Coordinator for Northwestern State University is the Vice-President for University Affairs, Dr. Marcus Jones (318-357-5701 or 6586), located at 104 Central Avenue. For academic services, contact the Director of Disability Support and Tutoring, Catherine Fauchaux (318-357-4460), located in room #234 of the Friedman Student Union.

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Dr. James B. Henderson, President



## **Commitment to Equal Employment Opportunity**

Overall responsibility for implementing and monitoring the Affirmative Action Program rests with the President; however, each employee plays a vital part in maintaining bias-free University work and academic environments. Administrators and supervisors who make employment decisions are responsible for the progress in meeting affirmative action goals within their work area.

The Director of University Planning & Assessment and EEO Officer is assigned the overall responsibility of affirmative action and equal employment opportunity. This includes developing and maintaining the necessary programs, records, and reports to comply with all government regulations, and with implementing the goals and objectives of the affirmative action program. Many of these activities are conducted with the assistance of Human Resources.

## DISSEMINATION OF POLICY

41 CFR 60-2.13(b)

### A. Internal Dissemination

The University will continue to make its equal employment opportunity policy known internally by:

1. Posting a policy statement.
2. Including the policy in the University Policy and Procedure Manual, Staff Handbook and Faculty Handbook. All documents are located on-line and may be accessed electronically.
3. Explaining the policy thoroughly in new employee orientation.
4. Conducting periodic meetings with university administrators and supervisory personnel to explain the intent of the policy, the President's commitment, and individual responsibilities for effective implementation.
5. Publicizing the policy in the University Catalog (available electronically) and other media.
6. Picturing both minority and non-minority men and women in publications (both electronic and hard copy) in which students and employees are featured.
7. Making current employees aware of the existence of the Affirmative Action Program and the benefits available to them.
8. Each semester, "advertising" the Notice of Non-Discrimination in the student/school newspaper.

## B. External Dissemination

The University will make its policy known externally by:

1. Incorporating the equal employment opportunity clause in all purchase orders, instruction to bidders, leases, and contracts covered by Executive Order 11246, as amended.
2. Notifying in writing in all recruiting activities of the University policy, that we actively recruit women and minorities for all positions for which they qualify. Also included is the abbreviated version of the Notice of Non-Discrimination. There is a link directing the reader to the full disclosure on the University's Web site.
3. Showing both minority and non-minority men and women when students and employees are pictured in University publications (both electronic and hard copy).
4. Informing prospective employees of the existence of the University's Affirmative Action Program.
5. Sending written notification of the University policy to all vendors, and suppliers.
6. Making available the Notice of Non-Discrimination, both the full and abbreviated versions, on the University's Web site.
7. Each semester, "advertising" the Notice of Non-Discrimination in the local newspaper.
8. Include the Notice of Non-Discrimination on all job advertisements.

## **DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION**

Dr. James B. Henderson has the overall responsibility for the implementation of the University's equal opportunity policy. He has assigned coordination responsibilities and day-to-day management of this important function to Ms. Veronica Biscoe, Director of Planning & Assessment and Equal Employment Officer who has the full support of executive management.

### **A. Duties of the Director of University Planning & Assessment and EEO Officer**

The duties of the Director of Affirmative Action and EEO Officer include:

1. With the assistance of Human Resources, developing policy statements, affirmative action programs, and internal and external communication techniques.
2. Identifying problem areas.
3. Assisting vice-presidents, deans, directors, department heads and supervisors in arriving at solutions to problems.
4. Designing and implementing auditing and reporting systems that:
  - a. Measure the effectiveness of the EEO programs;
  - b. Indicate any need for remedial action; and
  - c. Determine the degree to which the University's goals and objectives are being carried out.
5. Serving as liaison between the University and enforcement agencies.
6. Serving as liaison between the University and compliance agencies.
7. Keeping all levels of University administration informed of the latest developments in the equal opportunity area.
8. Meeting with all levels of University administration to make certain that the University's EEO policies are being followed.

## B. Duties of Vice-Presidents

The duties of all Vice-Presidents include:

1. Assisting the EEO Officer in the identification of problem areas and in the establishment of applicable organizational unit goals and objectives.
2. Assisting in the establishment of only job related criteria for selection for hire, promotion, transfer, training, and all other employment opportunities.
3. Reviewing the qualifications of all employees to ensure that minorities and women are given full opportunities for transfers and promotions.
4. Performing periodic audits to ensure that:
  - a. EEO posters and University policy statements are properly displayed; and
  - b. All facilities which the University maintains for the use and benefit of its employees and students are, in fact, desegregated, both in policy and in use, and that facilities such as dormitories, locker rooms, and restrooms are comparable for both genders.
  - c. Minority and female employees are encouraged to participate in all University-sponsored educational, training, recreational, and social activities.
5. Preventing harassment of employees on account of race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, veteran, or retirement status.
6. Understanding that their work performance is being evaluated on the basis of their equal opportunity efforts and results, as well as other criteria.

## C. Duties of Deans, Directors, Department Heads, Head Coaches and Supervisors

The duties of deans, directors, department heads, head coaches and supervisors include:

1. Provide leadership in establishing units' goals and objectives.
2. Make good faith efforts to meet realistic numerical goals and timetables from data provided by the Director of University Planning & Assessment and EEO Officer in identifying problem areas and developing annual updates of the Plan as it applies to their individual units.

3. Periodic audits of their units' personnel transactions, such as, hiring, promotions, reclassification, upgrades, or terminations to ensure the attainment of established goals and objectives.
4. Periodic discussions with unit employees to be certain that the University's employment policies are being followed.
5. Periodic review of qualifications of employees to ensure that minorities and women are given full consideration for promotions, upgrades, and reclassification.
6. Periodic inspections to ensure that each work location is in compliance as follows:
  - a. AA/EEO posters are properly displayed;
  - b. University sponsored activities and functions are desegregated;
  - c. Minority and female employees are afforded full opportunity and are encouraged to participate in University-sponsored educational training, recreational and social activities; and
  - d. Facilities accommodate individuals with disabilities.

## AREAS OF COMPLIANCE AND IMPROVEMENT

The following job groups were found to be in compliance for female and minority groups for the 2014-2015 plan year.

01A Executive  
01B Administrative  
01C Managerial  
02D Instructor  
03A Prof-Non-Fac Academic  
04A Secretarial  
04B Clerical  
05B Paraprofessional  
060 Skilled Craft  
07A Service  
07B Maintenance

The University's goal for every job group, whether underutilized or not, and its' objective for every organizational unit is continued support of affirmative action to ensure its' employment policies and practices are, in fact, non-discriminatory. The University actively recruits both men and women for all jobs. Referral sources are informed Northwestern seeks and encourages only qualified applicants, without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status.

Northwestern believes that just as discrimination, by definition, excludes persons because of their race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status, affirmative action seeks to include as many qualified persons as possible – also without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status. The objective of affirmative action is to provide equal access to equal opportunities. Consequently, the University has considered how it might recruit women and minorities who possess requisite skills, but who are not currently in the workforce.

The following actions have been and will continue to be taken to maintain compliance:

- NSU has a strong affirmative action policy and commitment to the integration of that policy in all of its' activities.
- Periodic meetings are held with University administrators and supervisory personnel to explain the intent of the policy, the President's commitment, and individual responsibilities for effective implementation.

- Policy is publicized and all publicity is appropriately planned to represent diverse populations associated with the University.
- Current employees are educated about the affirmative action program in workshops and announcements.
- NSU actively recruits women and minorities for all positions for which they qualify through all recruiting activities.
- Improve implementation of an auditing and reporting system that measures the effectiveness of the EEO program indicates need for remedial action, and assists, in restorative action.
- Increase number of meetings with University administration to inform them of the latest developments in the EEO area and to make certain that the EEO policies are being followed.
- Maintaining a zero tolerance philosophy for harassment and discrimination.
- Full review of all employees to ensure that minorities and women have full opportunity for transfer and promotion.
- Review of all selection and promotion procedures.

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Dr. James B. Henderson, President



## AREAS OF UNDERUTILIZATION

The following job groups have been identified as underutilized for the 2014-2015 plan year:

- 02A Professor
- 02B Associate Professor
- 02C Assistant Professor
- 03B Prof-Non-Fac Institutional
- 05A Technical

As in the last plan, job groups 03B (Prof-Non-Fac Institutional) and 05A (Technical) remain on the list for areas of underutilization. This year, job group 03B was underutilized in both categories again, as it had been two years ago. The 05A job group continues to depict underutilization in the female category. Those responsible for hiring in this area state it is difficult to hire females when they do not apply; therefore, the pool of potential candidates consists mostly of males. Those females who did apply during this period of data collection, did receive invitations for interviews. Based on those interviews, the females' skill set was less diverse than those of their male counterparts who applied. Units will continue to be advised of this underutilization and plan accordingly for future hires.

Job group 03A (Prof-Non-Fac Academic) remains on the list for underutilization in the Veteran category. Veteran and Disability status are newer pieces of data being reported. This is only the second time to report this information. As for any area of underutilization, this information will be shared to inform those responsible for hiring.

Since self-identification of gender, race, disability status, and veteran status is optional, current employees and/or potential employees have the opportunity to select the response, "I wish/prefer not to respond." I believe this option skews the numbers in job areas identified as underutilized in the above noted categories. Additionally, reporting is not required for other areas of diversity, such as religion, ethnic status, and gender identification. Northwestern has many international faculty; therefore, several ethnicities and religions are represented but not reported. For example, faculty from Jordan report their race as White, so it appears as if the campus is not diverse. Despite that possibility, Northwestern continues to do all possible to provide equal employment opportunities to all.

Job groups 02A (Professor), 02B (Associate Professor), and 02C (Assistant Professor) are underutilized again in the 2016 AA Report. Only the 02B job group is underutilized in both the female and minority categories. Job group 02A is underutilized in the minority category. This is an improvement from the last Report, when both categories were underutilized. Job group 02C is underutilized in the minority category once again. As is the protocol, this information will be shared with those responsible for making faculty hiring decisions.

It is common practice for the University to advertise and hire when employees resign or retire. As has been the case for almost a decade, higher education in this state continues to struggle

because of state funding issues. Only last week, the new Governor announced the deficit which will impact higher education on some level. This news is of national significance and it can be theorized it impacts the number of people, especially females and minorities, who apply for positions at Northwestern. State salaries for faculty continue to be below SREB averages.

For all areas identified as underutilized, Northwestern State University is committed to taking appropriate and realistic action to improve utilization. The steps for this action remain the same as those taken in all areas.

The University's goal for every job group, whether underutilized or not, and its' objective for every organizational unit is continued support of affirmative action to ensure its' employment policies and practices are, in fact, non-discriminatory. The University actively recruits both men and women for all jobs. Referral sources are informed Northwestern seeks and encourages only qualified applicants, without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status.

Northwestern believes that just as discrimination, by definition, excludes persons because of their race, color, religion, gender, or national origin, affirmative action seeks to include as many qualified persons as possible – also without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status. The objective of affirmative action is to provide equal access to equal opportunities. Consequently, the University has considered how it might recruit women and minorities who possess requisite skills, but who are not currently in the workforce.

The following actions have been and will continue to be taken to maintain compliance:

- NSU has a strong affirmative action policy and commitment to the integration of that policy in all of its' activities.
- Periodic meetings are held with University administrators and supervisory personnel to explain the intent of the policy, the President's commitment, and individual responsibilities for effective implementation.
- Policy is publicized and all publicity is appropriately planned to represent diverse populations associated with the University.
- Current employees are educated to the affirmative action program in workshops and announcements.
- NSU actively recruits women and minorities for all positions for which they qualify through all recruiting activities.

- Improve implementation of an auditing and reporting system that measures the effectiveness of the EEO program indicates need for remedial action and assists in restorative action.
- Increase number of meetings with University administration to inform them of the latest developments in the EEO area and to make certain that the EEO policies are being followed.
- Maintaining a zero tolerance philosophy for harassment.
- Full review of all employees to ensure that minorities and women have full opportunity for transfer and promotion.
- Review of all selection and promotion procedures.

In addition, the following steps have been identified to ensure that every reasonable action is taken to attain compliance:

- Meetings will be held with those individuals in supervisory positions who are most closely associated with the recruiting efforts in the areas identified to brainstorm individualized actions to meet compliance.
- Affirmative recruitment will be conducted by utilizing the following organizations to identify qualified candidates for faculty positions:

National Minority Faculty Identification Program Directory  
The Directory of Minority Ph.D. and M.F.A. Candidates and Recipients

- Advertising in newspapers that reach target populations of females and minorities.
- Recruit, where appropriate, through other University Systems by the use of electronic delivery (primarily those Universities high in minority populations).

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Dr. James B. Henderson, President

# HISTORY OF COMPARISONS

## *NORTHWESTERN STATE UNIVERSITY*

Job Group	Female				Minority			
	2013-2014		2014-2015		2013-2014		2014-2015	
	Inc	Avail	Inc	Avail	Inc	Avail	Inc	Avail
Executive	2	22.19	2	22.19	1	13.60	1	13.60
Administrative	9	56.54	10	56.54	2	24.35	3	24.35
Managerial	6	60.52	6	60.52	1	29.34	0	29.34
<b>Professor</b>	22	67.88	24	67.83	3	25.52	3	25.58
<b>Associate Professor</b>	35	67.86	31	67.70	4	25.31	5	25.32
<b>Assistant Professor</b>	66	67.70	73	67.83	10	25.32	14	25.58
Instructor	36	67.69	35	67.72	9	24.75	10	24.50
Prof-Non-Fac Academic	43	79.02	45	79.46	6	31.52	9	31.61
<b>Prof-Non-Fac-Inst.</b>	68	74.28	68	75.74	23	29.42	18	28.67
Secretarial	47	79.71	53	81.02	9	30.87	10	30.07
Clerical	91	73.65	81	78.08	29	32.71	30	30.27
<b>Technical</b>	14	71.59	13	75.20	9	30.31	9	31.48
Paraprofessional	5	48.26	4	48.47	1	25.59	0	25.74
Skilled Craft	3	3.80	3	3.80	1	40.29	1	40.29
Service	5	15.00	3	15.55	8	28.20	7	28.20
Maintenance	2	12.71	2	12.71	7	39.45	9	39.45

**\*Job Groups identified in analysis as underutilized during the 2014-2015 plan.**

***NORTHWESTERN STATE UNIVERSITY***

Job Group	Disability				Veteran			
	2013-2014		2014-2015		2013-2014		2014-2015	
	Inc	Avail	Inc	Avail	Inc	Avail	Inc	Avail
Executive	0	7.00	0	7.00	0	7.20	0	7.20
Administrative	0	7.00	0	7.00	2	7.20	1	7.20
Managerial	0	7.00	0	7.00	0	7.20	0	7.20
Professor	2	7.00	3	7.00	4	7.20	3	7.20
Associate Professor	6	7.00	5	7.00	6	7.20	5	7.20
Assistant Professor	4	7.00	3	7.00	3	7.20	4	7.20
Instructor	2	7.00	3	7.00	0	7.20	1	7.20
Prof-Non-Fac Academic	2	7.00	1	7.00	1	7.20	1	7.20
<b>Prof-Non-Fac-Inst.</b>	9	7.00	8	7.00	0	7.20	<b>0</b>	<b>7.20</b>
Secretarial	3	7.00	4	7.00	0	7.20	0	7.20
Clerical	10	7.00	9	7.00	0	7.20	0	7.20
Technical	6	7.00	6	7.00	1	7.20	1	7.20
Paraprofessional	1	7.00	1	7.00	1	7.20	1	7.20
Skilled Craft	0	7.00	0	7.00	0	7.20	0	7.20
Service	2	7.00	1	7.00	4	7.20	4	7.20
Maintenance	3	7.00	3	7.00	2	7.20	2	7.20

**\*Job Groups identified in analysis as underutilized during the 2014-2015 plan.**