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- [Forms](#)
- [Policy Manuals](#)
- [Dates and Calendars](#)
- [Supervisor's Guide](#)

[UNCG Home](#) » [Business Affairs](#) » [HRS](#) » [Inclusive Excellence](#)

Inclusive Excellence

Inclusive Excellence at UNCG builds upon a major initiative launched by the American Association of Colleges and Universities that involves four primary elements:

1. A focus on student intellectual and social development.



INCLUSIVE EXCELLENCE AT UNCG

Chancellor's Executive Staff
July 18, 2012

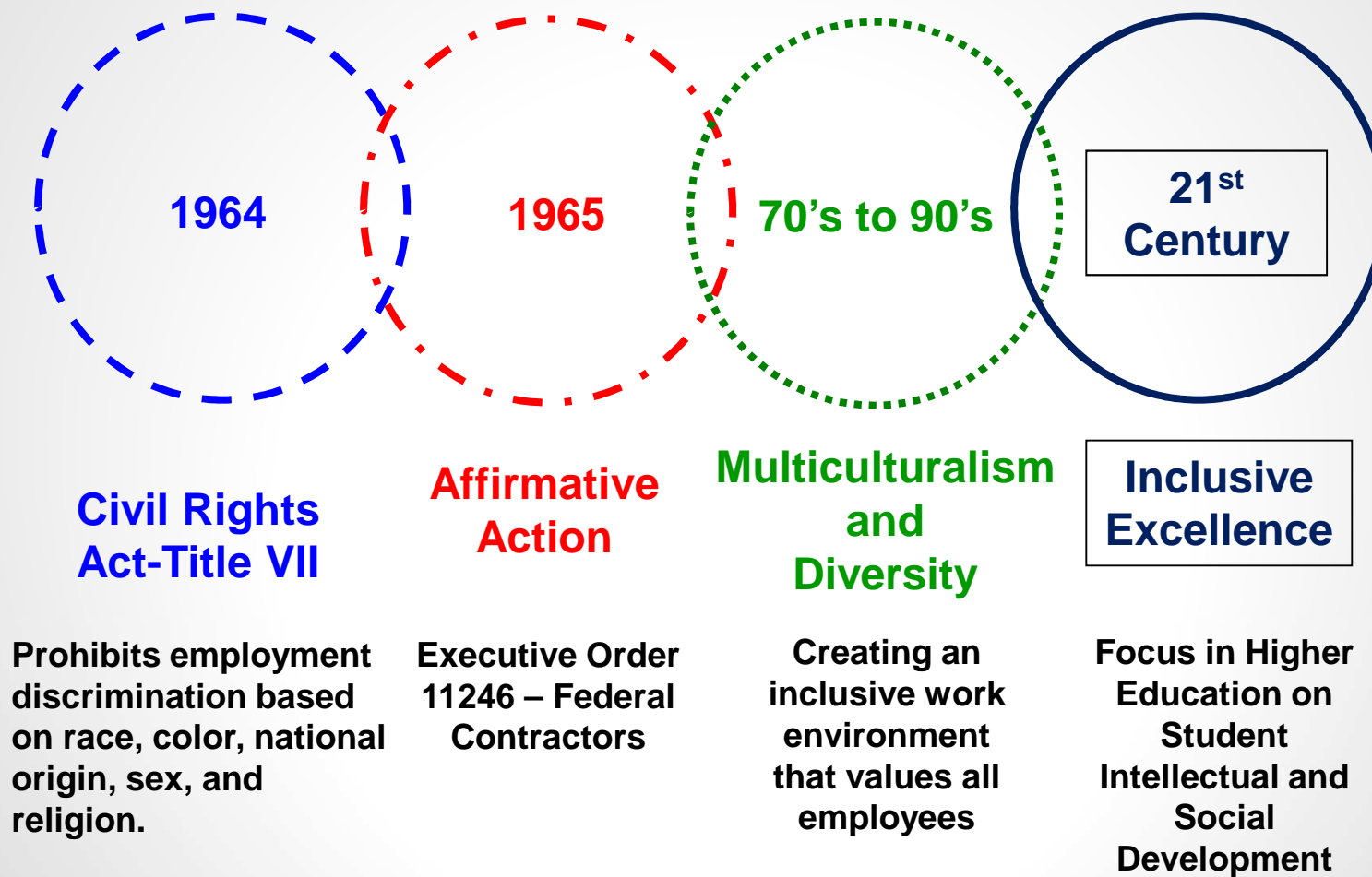


Edna Chun
*Associate Vice Chancellor
for Human Resource Services*

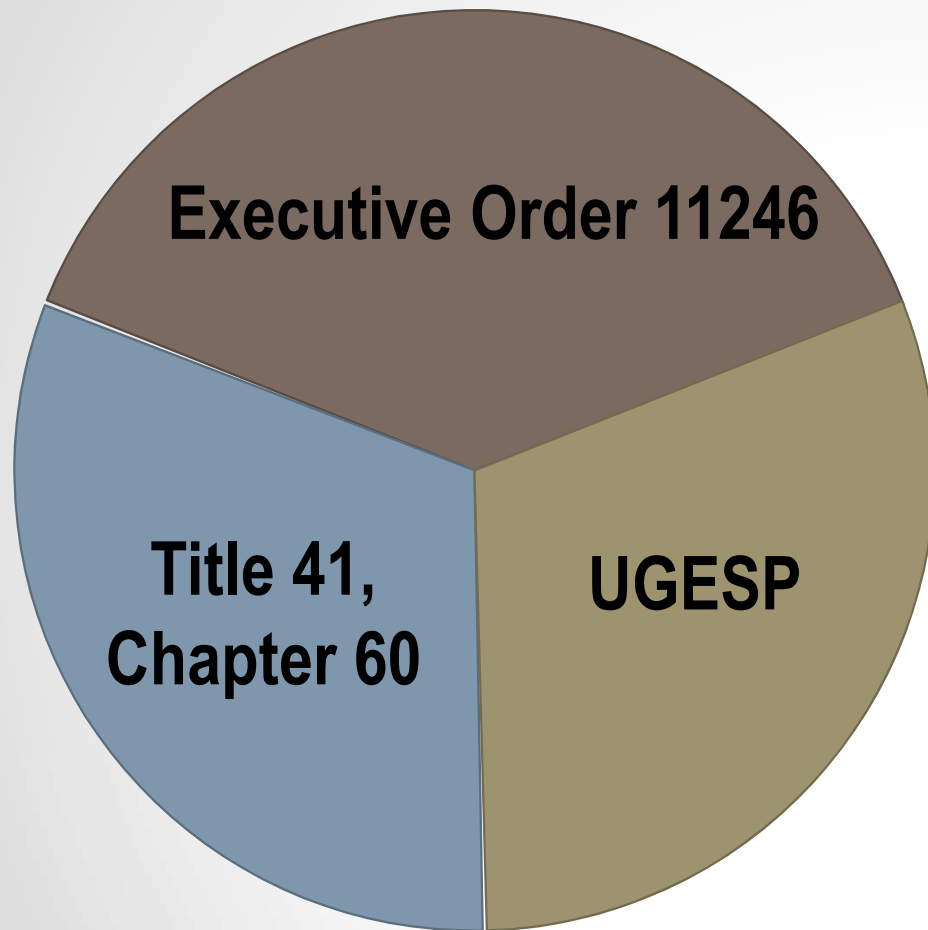
Human Resource Services

Benita Peace
*Director, Talent Acquisition/
Affirmative Action Officer*

THE EVOLUTION OF INCLUSIVE EXCELLENCE



THE LEGAL FRAMEWORK OF AFFIRMATIVE ACTION



Executive Order 11246 Established 1965

The Order requires federal contractors with \$50,000 or more in federal contracts and grants to take affirmative steps to address underutilization of women, minorities, disabled persons, and covered veterans

Title 41, Chapter 60

Title 41, Chapter 60 is the governing statute in the federal code of regulations *in employment* governing Affirmative Action.

Uniform Guidelines on Employee Selection Procedures

These guidelines establish a framework for the evaluation of candidates based upon valid job related criteria and ensure compliance with federal civil rights legislation.



AFFIRMATIVE ACTION AND INCLUSIVE EXCELLENCE

	Affirmative Action	Inclusive Excellence
Rationale	Government Regulated	Voluntary
Source	Legally Driven	Student Citizenship in Global Society
Measurement	Quantitative	Qualitative
Approach	Reactive	Proactive
Focus	Problem Focused	Opportunity Focused
Time	Short Term	Strategic, Futuristic
Purpose	Access for Women, Minorities, Disabled Persons, & Covered Veterans	Maximizing Potential for All



AFFIRMATIVE ACTION AND DIVERSITY



Affirmative Action

Recruiting

Hiring

Advancement

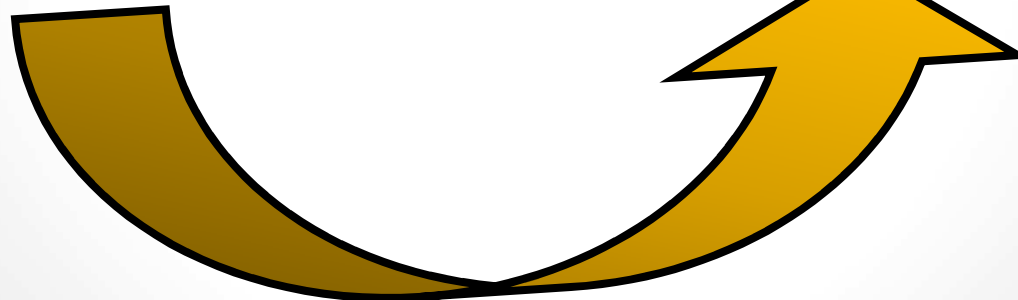
Diversity

Recruiting

Comprehensive Talent Strategy

Retention

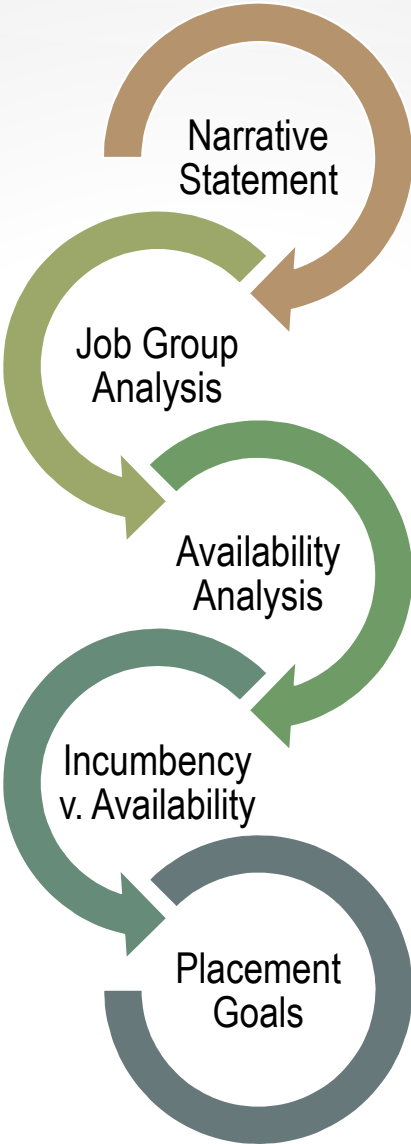
Welcoming Climate



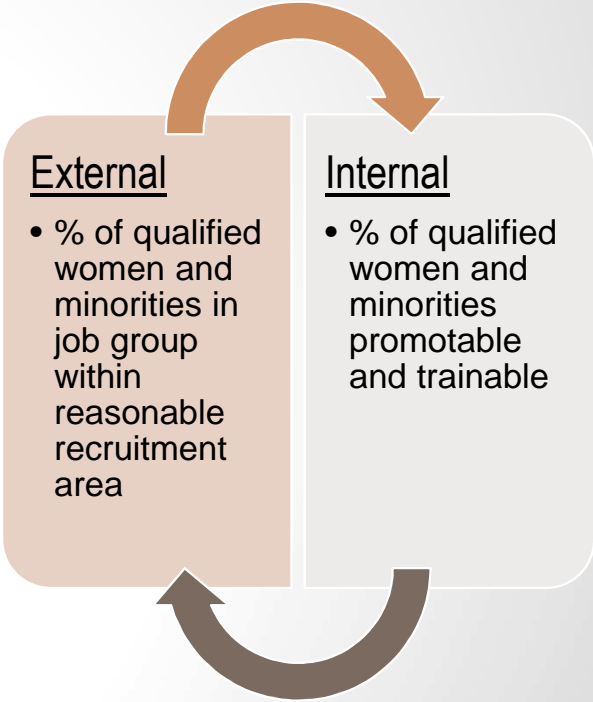
COMPOSITION OF THE AFFIRMATIVE ACTION PLAN

Federal mandate designed to eliminate discrimination in hiring for federal contractors

Requires documented good faith efforts to reach placement goals



Two-factor analysis:



DATA COMPARISON BETWEEN PEER INSTITUTIONS AND FEDERAL AA REQUIREMENTS

Peer Data Sets (IPEDS)

- Bowling Green State University
- Florida International University
- Georgia State University
- Indiana State University
- Indiana University/Perdue University-Indianapolis
- Kent State University
- Middle Tennessee State
- Northern Illinois
- Old Dominion University
- Oregon State University
- Portland State University
- University of Texas at Arlington
- University of Central Florida
- University of Louisville
- University of Memphis
- University Southern Mississippi
- Virginia Commonwealth University
- Western Michigan University

Affirmative Action Data Sets

- Permanent/Full Time Employees
- Analyzed by Job Group, EEO, Census Data



EXAMPLE 1: UNCG EXECUTIVE DEMOGRAPHICS*

Job Group/Title *	Total	Female	Minority
Executive			
Chief of Staff	1	1	1
University Counsel	1		
Vice Chancellor	5	3	
Vice Provost	1		
Provost and Vice Chancellor	1		
Chancellor	1	1	
Total	10	5	1
Deans			
Deans	12	4	0
Total	12	4	0
Admin Managerial			
Associate Vice Provost	1	1	1
Assistant Vice Chancellor	1	1	
Associate Vice Chancellor	15	7	4
Associate Provost	2	2	
Total	19	11	5

* 2011-12 Affirmative Action Data Set



EXAMPLE 1: AA AVAILABILITY ANALYSIS*

Job Group/Title	Total	Female Incumb.	Female Availab. %	Female Goal	Minority Incumb.	Minority Availab. %	Minority Goal
Executive	10	5	51.87	N	1	20.87	Y** (1)
Deans	12	4	41.28	N	0	15.21	Y** (1)
Admin Managerial	19	11	59.62	N	5	20.06	N
Directors (EPA)	69	39	48.09	N	9	19.52	N

Availability derived from Census 2000 Special EEO File United States and internal feeder job groups and titles.

*2011-12 Affirmative Action Data Set

** 80% Rule used to determine placement goal



EXAMPLE 2: TENURE-TRACK FACULTY DEMOGRAPHICS*

UNCG	Total	Female %	Non-Resident Alien %	AI/AN %	Asian or Pacific Islander %	Hispanic %	Black or African American %	Two or More Races	Unknown	White									
Professor - T	194	63	32.5	0	0.0	0	0.0	6	3.1	5	2.6	6	3.1	1	0.5	4	2.1	172	88.7
Assoc Professor - T	232	112	48.3	2	0.9	0	0.0	14	6.0	6	2.6	13	5.6	3	1.3	7	3.0	187	80.6
Assoc Professor - Track	11	5	45.5	1	9.1	0	0.0	0	0.0	3	27.3	1	9.1	0	0.0	1	9.1	5	45.5
Assist Professor - T	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
Asst Professor - Track	149	87	58.4	13	8.7	0	0.0	8	5.4	10	6.7	13	8.7	1	0.7	3	2.0	101	67.8

Peer Average	Total	Female	Non-Resident Alien	AI/AN	Asian or Pacific Islander	Hispanic	Black or African American	Two or More Races	Unknown	White									
Professor - T	250	59	23.7	4	1.6	1	0.3	27	10.7	7	2.8	7	2.9	1	0.3	6	2.3	198	79.0
Assoc Professor - T	239	97	40.8	7	2.9	1	0.4	22	9.3	8	3.3	13	5.6	1	0.3	7	2.8	180	75.6
Assoc Professor - Track	19	7	36.5	1	3.9	0	0.0	3	14.4	1	3.6	1	6.9	0	0.9	1	3.0	13	67.4
Assist Professor - T	7	4	49.2	0	2.3	0	1.6	0	1.6	0	1.6	1	9.4	0	0.0	0	1.6	6	82.0
Asst Professor - Track	183	81	44.4	20	11.0	1	0.3	25	13.4	7	3.8	9	4.8	1	0.6	7	3.8	114	62.2

* 2010 Peer Institution Data Set



EXAMPLE 2: FACULTY AA AVAILABILITY ANALYSIS (STEM FIELDS)*

Job Group/Title	Total	Female Incumbency	Female Availability %	Female Goal	Minority Incumbency	Minority Availability %	Minority Goal
Chemistry/ Biochemistry	16	6	46.26	N	1	20.04	Y* (2)
Computer Science	10	3	46.26	Y* (2)	3	20.04	N
Math & Statistics	22	7	46.26	Y* (3)	8	20.04	N
Nanoscience	6	1	46.26	Y* (2)	1	20.04	N
Physics & Astronomy	6	0	46.26	Y*(3)	1	20.04	N

Availability derived from Census 2000 Special EEO File United States and internal feeder job groups and titles.

* 2011-12 Affirmative Action Data Set

** 80% Rule used to determine placement goal



UNCG FACULTY/STAFF SUMMARY DEMOGRAPHICS

UNCG *	Total	Female	Non-Resident Alien	AI/AN	Asian or Pacific Islander	Hispanic	Black or African American	Two or More Races	Unknown	White
Administrative	123	67 54.5%	0 0.0%	0 0.0%	3 2.4%	2 1.6%	8 6.5%	2 1.6%	4 3.3%	104 84.6%
Professor - T	194	63 32.5%	0 0.0%	0 0.0%	6 3.1%	5 2.6%	6 3.1%	1 0.5%	4 2.1%	172 88.7%
Assoc Professor - T	232	112 48.3%	2 0.9%	0 0.0%	14 6.0%	6 2.6%	13 5.6%	3 1.3%	7 3.0%	187 80.6%
Assoc Professor - Track	11	5 45.5%	1 9.1%	0 0.0%	0 0.0%	3 27.3%	1 9.1%	0 0.0%	1 9.1%	5 45.5%
Assist Professor - T	1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
Asst Professor - Track	149	87 58.4%	13 8.7%	0 0.0%	8 5.4%	10 6.7%	13 8.7%	1 0.7%	3 2.0%	101 67.8%
Non-Track Faculty	252	155 61.5%	14 5.6%	0 0.0%	5 2.0%	9 3.6%	15 6.0%	0 0.0%	1 0.4%	208 82.5%
Professional Staff	645	385 59.7%	17 2.6%	2 0.3%	15 2.3%	12 1.9%	79 12.2%	7 1.1%	16 2.5%	497 77.1%
Technical/Paraprof	238	141 59.2%	0 0.0%	3 1.3%	0 0.4%	1 0.4%	33 13.9%	7 2.9%	6 2.5%	187 78.6%
Secretarial/Clerical	354	320 90.4%	0 0.0%	1 0.3%	6 1.7%	7 2.0%	71 20.1%	7 2.0%	7 2.0%	255 72.0%
Skilled Crafts	105	6 5.7%	0 0.0%	0 0.0%	1 1.0%	2 1.9%	12 11.4%	0 0.0%	0 0.0%	90 85.7%
Service/Maint	238	91 38.2%	1 0.4%	1 0.4%	3 1.3%	12 5.0%	138 58.0%	2 0.8%	4 1.7%	77 32.4%
Total (2010)	2542	1432 56.3%	48 1.9%	7 0.3%	62 2.4%	69 2.7%	389 15.3%	30 1.2%	53 2.1%	1884 74.1%
Average of Peers *										
Administrative	244	122 50.1%	5 1.9%	1 0.3%	7 3.0%	20 8.3%	28 11.5%	1 0.3%	3 1.2%	180 73.5%
Professor - T	250	59 23.7%	4 1.6%	1 0.3%	27 10.7%	7 2.8%	7 2.9%	1 0.3%	6 2.3%	198 79.0%
Assoc Professor - T	239	97 40.8%	7 2.9%	1 0.4%	22 9.3%	8 3.3%	13 5.6%	1 0.3%	7 2.8%	180 75.6%
Assoc Professor - Track	19	7 36.5%	1 3.9%	0 0.0%	3 14.4%	1 3.6%	1 6.9%	0 0.9%	1 3.0%	13 67.4%
Assist Professor - T	7	4 49.2%	0 2.3%	0 1.6%	0 1.6%	0 1.6%	1 9.4%	0 0.0%	0 1.6%	6 82.0%
Asst Professor - Track	183	81 44.4%	20 11.0%	1 0.3%	25 13.4%	7 3.8%	9 4.8%	1 0.6%	7 3.8%	114 62.2%
Non-Track Faculty	384	201 52.3%	19 5.0%	1 0.3%	40 10.5%	12 3.2%	18 4.6%	1 0.3%	7 1.9%	285 74.2%
Professional Staff	970	595 61.4%	23 2.3%	3 0.4%	49 5.1%	62 6.4%	110 11.4%	7 0.7%	19 1.9%	696 71.8%
Technical/Paraprof	265	148 55.8%	4 1.5%	2 0.6%	15 5.8%	14 5.3%	41 15.4%	1 0.5%	7 2.6%	181 68.2%
Secretarial/Clerical	442	403 91.1%	1 0.2%	2 0.5%	9 1.9%	29 6.5%	89 20.2%	3 0.6%	7 1.5%	303 68.5%
Skilled Crafts	94	5 5.7%	0 0.0%	1 0.9%	1 1.4%	8 8.4%	11 12.0%	1 0.8%	3 2.8%	69 73.8%
Service/Maint	264	117 44.3%	2 0.7%	4 1.5%	8 2.9%	29 11.0%	88 33.5%	2 0.6%	5 1.8%	127 48.0%
Total (2010)	3361	1840 54.7%	85 2.5%	16 0.5%	206 6.1%	197 5.9%	417 12.4%	18 0.5%	70 2.1%	2351 69.9%

* 2010 Peer Data Set



STRATEGIC IMPLEMENTATION OF INCLUSIVE EXCELLENCE

Apply Comprehensive Talent Management Principles



Establish a Forward-Looking AA Plan



Implement Online Employment System for All Employees



Empower Faculty Ambassadors to Recruit Effectively



Enhance Search Committee Training

