

WAYNE STATE UNIVERSITY



2011 **AFFIRMATIVE ACTION STATUS REPORT**

**Presented to the
Wayne State University Board of Governors
on May 2, 2012**

Louis Lessem, Vice President and General Counsel
Christopher Jones, Director, Office of Equal Opportunity

TABLE OF CONTENTS

PREFACE, President Allan D. Gilmour	3
EXECUTIVE SUMMARY.....	4
INTRODUCTION.....	5
REPORTING REQUIREMENTS	5
I. UNIVERSITY EMPLOYMENT	6
A. FULL-TIME ACADEMIC AND NON-ACADEMIC EMPLOYMENT	7
B. FACULTY EMPLOYMENT	9
C. UNIVERSITY NON-ACADEMIC EMPLOYEES (STAFF).....	14
D. TEMPORARY POSITIONS.....	15
E. COMPARISON WITH OTHER UNIVERSITIES.....	16
F. 2011 REDUCTION IN FORCE.....	33
II. UNIVERSITY COMPLAINTS	34
III. WAYNE STATE UNIVERSITY SUPPLIER DIVERSITY PROGRAM.....	36
IV. HIGHLIGHTS OF EQUAL OPPORTUNITY ACTIVITIES	40

APPENDICES

- I. Definitions of EEO Categories
- II. Responsibility for Affirmative Action
- III. Definition of Terms
- IV. Academic Classifications
- V. Other Employee Definitions
- VI. 2010 Data Tables
- VII. Five Year Comparison Graphs
- VIII. 2010 - 2011 Comparison by Occupational Category

MEMORANDUM

TO: Members of the Wayne State University Community

FROM: Allan D. Gilmour, President

SUBJECT: 2011 Affirmative Action Status Report to the Board of Governors

DATE: **May 2, 2012**

Wayne State University has a strong tradition of support for the principles of equal opportunity, non-discrimination and affirmative action. As a university of opportunity, we pride ourselves on providing educational opportunities for a diverse student body that varies widely in terms of age, race, ethnicity and economic status.

Diversity among our faculty, students and staff is a major source of our intellectual vitality and innovative spirit. We believe that a broad spectrum of informed perspectives enhances the educational and work experience on campus, and prepares our graduates to succeed in an increasingly interdependent and multicultural world.

Wayne State strives to be a place where people from varied walks of life can reach their full potential. Our commitment to the core values of diversity and inclusion are essential to the fulfillment of our mission as a model urban research institution.

The following report summarizes Wayne's affirmative action status for 2011, and provides examples of some of our achievements and direction for the future.

EXECUTIVE SUMMARY

The University's Affirmative Action Status Report (AASR) serves as the definitive report on the state of diversity and inclusion and provides the collection of data regarding employment of academic and non-academic staff, discrimination and harassment complaint processing, and the University's efforts at Supplier Diversity. This summary is based on the data presented in the 2011 AASR.

EMPLOYMENT

Overall, minorities comprise 41% of Wayne's workforce and are represented in 90 percent of Wayne State University's 254 departments and in 99% of the departments that employ 10 or more people. Women represent over 50% of Wayne's full-time workforce, and are represented in 94% of all departments and 99% of all departments that employ 10 or more people. Minorities make up 29% of tenured faculty at Wayne and women comprise 30% of tenured faculty. Among non-academic staff, nearly 48% are minorities and 58% are women.

In 2011, a Reduction in Force (RIF) was executed throughout the workforce at Wayne. The AASR contains a section analyzing the occupational categories affected by the RIF.

COMPLAINTS

The OEO is responsible for investigating complaints that arise under the University's internal policies of prohibiting discrimination and sexual harassment. The OEO also serves as the point of contact for complaints that are filed with external agencies, like the Equal Employment Opportunity Commission or the Michigan Department of Civil Rights. Whether arising from an internal claim or an external agency, these charges are classified as formal complaints. During 2011, there were a total of 28 formal complaints. The top three areas of claims were race, sex, and disability.

SUPPLIER DIVERSITY

Minority and women-owned businesses participate in various contracting opportunities through the Supplier Diversity Program. During this reporting year, overall expenditures decreased 2%.

Funds expended for general purchases of goods and services increased 4%. Minority-owned businesses were awarded 3% of funds expended on general purchases and 5.3% of funds were awarded to women-owned firms. Total dollars spent during this reporting year for all construction and professional service contracts decreased 32%. Minority-owned construction businesses were awarded 1.7% of funds expended for construction and professional services and 1.2% were awarded to women-owned construction firms.

INTRODUCTION

Wayne State University is a national leader in providing equal access and employment opportunities to women and minorities. This report highlights the efforts of our schools, colleges and divisions in providing equal opportunity in employment and in enhancing diversity throughout Wayne State University. We have achieved many successes, despite challenging economic conditions.

Wayne State University is the most diverse public university in the State of Michigan. The 2011 Affirmative Action Status Report (“AASR”) to the Wayne State University Board of Governors demonstrates that Wayne State University continues to lead in ensuring equality of opportunity. Our continued commitment to diversity is a significant strength in the educational experience we provide to our students. This report is intended to present a comprehensive, cross-divisional view of Wayne State University’s performance in this important area.

REPORTING REQUIREMENTS

This report is prepared pursuant to Board of Governors statute (WSUCA 2.28.01.070 - 120), which requires that a report be made on an annual basis to the Board on Wayne’s affirmative action efforts. In many respects, the report is derived from data compiled pursuant to federal reporting requirements. The Office of Federal Contract Compliance Programs (“OFCCP”) in the U.S. Department of Labor, which regulates federal grant expenditures, requires that federal contractors with 50 or more employees who receive \$50,000 or more in federal funds have an Affirmative Action Plan (“AAP”) and prepare an annual report to the contractor’s governing board and executives.

This report includes information from four major areas of University activity, with national and/or regional comparisons where available. These areas are (I) overall University employment, including detailed information on full-time, academic and non-academic staff and supplemental information on part-time and temporary employees, and also including a comparison of Wayne and other universities in the state and around the country; (II) internal and external discrimination and harassment complaints; (III) the Wayne State University Supplier Diversity Program; and (IV) highlights of campus affirmative action and equal opportunity activities.

This report was compiled by the Office of Equal Opportunity (“OEO”) with input from and the collaborative efforts of many units, including the Office of the General Counsel, Office of the Provost, the Office of Budget, Planning and Analysis, and the Division of Finance and Facilities Management.

Information regarding staffing levels and discrimination complaint data contained in this report are based on personnel actions reported on a calendar year basis from January 1, 2011 to December 31, 2011. Data related to supplier diversity and external financial management is reported on a fiscal year basis beginning on October 1, 2010 and ending September 30, 2011. The report includes additional headcount data tables for the previous twelve month period (January 1, 2010 – December 31, 2010) at Appendix VI. Graphs of five-year comparisons on staffing levels have been provided in Appendix VII.

Finally, the report also includes a breakdown of Minority and Women Faculty by College/School/Division in Section B, Table 8.

I. UNIVERSITY EMPLOYMENT

Wayne State University is a major hiring force in southeastern Michigan. As of December 31, 2011, Wayne employed 7,904 persons, both full and part time, including temporary employees. While the report's focus is on full time employees in permanent positions with the University, the report includes a snapshot of temporary employees as well.

Wayne employed 4,994 persons in full time positions. Wayne recruits approximately 60% of its workforce from a four-county statistical area consisting of Macomb, Oakland, Washtenaw and Wayne counties.

Wayne recruits its faculty from a national labor pool that is specific to individuals who hold doctoral and specialty degrees (Ph.D., M.F.A, etc.). Executive and some management-category positions also are recruited from a national labor employment pool. For the most part, other staff is recruited from a local labor pool.

Wayne also has a large number of student employees. Wayne employs undergraduate students as student assistants through college work-study and other programs. Graduate students frequently are employed as graduate assistants and sometimes as part-time faculty. In addition, temporary employees are employed at Wayne throughout the year. The majority of these employees work in professional or research classifications.

Minorities and women are represented throughout all levels of the workforce at Wayne. Nearly 25% of executive and managerial positions are occupied by minorities and women are represented in just over 47% of these positions. In addition, minorities hold 43% of those professional jobs that require a college degree and just fewer than 60% of these positions are held by women.

The workforce at Wayne exceeds the regional availability in the percentage of women, Black and Asian/Pacific Islanders. Among total full-time employees, just over 51% of Wayne's employees are female, compared to the regional average of just below 47%. 23% of Wayne's full-time employees are Black, compared to 20.4% regional availability, and slightly more than 15% are Asian/Pacific Islanders, which is over four times the regional availability. Wayne has been less successful in recruiting Hispanic and American Indian/Alaskan Native employees, and lags behind regional availability with regard to both of these minority groups.

Minority Representation Compared to Regional Availability¹

As of 12/31/11 (Table 1)

Race/Ethnicity/Gender	2011 Full Time Employee Headcount	% of WSU Workforce	Regional Availability	% Difference
Black	1,149	23.00%	20.40%	2.60%
Asian	756	15.10%	2.80%	12.30%
Hispanic	128	2.60%	2.70%	-0.10%
White, Non-Hispanic	2,872	57.50%	N/A	N/A
Native Hawaiian/ Pacific Islander	3	0.10%	N/A	N/A
American Indian/ Alaskan Native	11	0.20%	0.30%	-0.10%
2 or more Races	16	0.30%	N/A	N/A
Not Identified	59	1.20%	N/A	N/A
Women	2,554	51.10%	46.80%	4.30%

The classifications utilized in this report are drawn from federally-established terminology utilized for EEOC reporting purposes. (For purposes of this report the term “minority” includes Blacks, Asian, Hispanics, and American Indian/Alaskan Native, Native Hawaiian and Other Pacific Islander.) Overall, minorities comprise 41.3% of Wayne’s workforce and are represented in 90 percent of Wayne State University’s 254 departments and in 99% of the departments that employ 10 or more people. Women represent just over 51% of Wayne’s full-time workforce, and are represented in 94% of all departments, and 99% of all departments that employ 10 or more people. These results reflect the diversity that Wayne State University has been able to achieve in its workforce.

A. FULL TIME ACADEMIC AND NON-ACADEMIC EMPLOYMENT

In 2011, Wayne State University employed 4,994 persons in both academic (1,806) and non-academic (3,188) full time positions. Of the 4,994 full time employees, 2,554 were women employees and 2,063 were minority employees.

2011 Full Time Women and Minority Employment

As of 12/31/11 (Table 2)

Year	Women	% of total Headcount	Minority	% of total Headcount
2011	2,554	51.10%	2,063	41.30%
2010	2,705	52.10%	2,150	41.41%
2009	2,665	51.70%	2,145	41.61%
2008	2,645	52.25%	2,123	41.94%
2007	2,852	53.27%	2,221	41.49%

¹ This “regional availability” is based on the 2000 Michigan Department of Career Development’s Labor Market Report, the most recent data available. Southeast Michigan is defined as a four-county regional statistical area (Macomb, Oakland, Washtenaw and Wayne Counties). “Minority” and “Women” are distinct classifications. “Women” includes both minority and non-minority women.

Most full-time employees are employed as “Faculty” (1,806 employees) or “Other Professionals” (2,078 employees).

2011 Total Full Time Academic and Non Academic Employee Headcount

As of 12/31/11 (Table 3)

Category	2011 Total	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian/ Pacific Islander	2 or More Races	Total Minorities	Women
Faculty	1,806	126 7.0%	371 20.5%	44 2.4%	4 0.2%	2 0.1%	4 0.2%	551 30.5%	699 38.7%
Executive / Administrative / Managerial	239	43 18.0%	12 5.0%	2 0.8%	1 0.4%	0 0.0%	0 0.0%	58 24.3%	114 47.7%
Other Professionals	2,078	447 21.5%	365 17.6%	59 2.8%	2 0.1%	1 0.0%	11 0.5%	885 42.6%	1,236 59.5%
Technical / Paraprofessional	64	12 18.8%	0 0.0%	1 0.0%	1 0.0%	0 0.0%	0 0.0%	14 21.9%	30 46.9%
Clerical / Secretarial	412	273 66.3%	4 1.0%	10 2.4%	1 0.2%	0 0.0%	1 0.2%	289 70.1%	357 86.7%
Skilled Crafts	104	33 31.7%	2 1.9%	1 1.0%	0 0.0%	0 0.0%	0 0.0%	36 34.6%	4 3.8%
Service / Maintenance	291	215 73.9%	2 0.7%	11 3.8%	2 0.7%	0 0.0%	0 0.0%	230 79.0%	114 39.2%
Total	4,994	1,149 23.0%	756 15.1%	128 2.6%	11 0.2%	3 0.1%	16 0.3%	2,063 41.3%	2,554 51.1%

Almost half of all women employed at Wayne are concentrated in the Other Professionals category, and approximately 27% are faculty. These categories are followed by the Clerical/Secretarial category, Executive/Administrative/Managerial category, and the Service/Maintenance category.

2011 Total Full-Time Women Employee Headcount

As of 12/31/11 (Table 4)

Category	Black	Asian	Hispanic	American Indian/ Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or more Races	White	Unknown Race/ Ethnicity	2011 Total
Faculty	74 10.59%	112 16.02%	17 2.43%	2 0.29%	2 0.29%	4 0.57%	482 68.96%	6 0.86%	699
Executive / Administrative / Managerial	26 22.81%	5 4.39%	0 0.00%	1 0.29%	0 0.00%	0 0.00%	82 71.93%	0 0.00%	114
Other Professionals	338 27.35%	167 13.51%	35 2.83%	1 0.29%	1 0.08%	6 0.49%	668 54.05%	20 1.62%	1,236
Clerical / Secretarial	243 68.07%	2 0.56%	7 1.96%	0 0.29%	0 0.00%	1 0.28%	102 28.57%	2 0.56%	357
Technical / Paraprofessional	5 16.67%	0 0%	1 3%	1 0%	0 0%	0 0%	23 76.67%	0 0%	30
Skilled Crafts	2 50.00%	0 0%	0 0%	0 0%	0 0%	0 0%	2 50.00%	0 0.00%	4
Service / Maintenance	97 85.09%	0 0%	2 1.75%	2 0.29%	0 0.00%	0 0.00%	12 10.53%	1 0.88%	114
Total	785 30.74%	286 11.20%	62 2.43%	7 0.29%	3 0.12%	11 0.43%	1,371 53.68%	29 1.14%	2,554

B. FACULTY EMPLOYMENT

Wayne State University strives to provide an efficient and user-friendly faculty hiring process that contributes to a diverse pool of qualified candidates. The Online Hiring System provides applicants with global access to employment opportunities 365 days of the year, 24 hours a day. The OEO is a resource for departments conducting academic searches by providing all academic departments with hiring plans to assist in identifying staffing needs and the OEO publishes information in the "Guide for Successful Searches." Additionally, the OEO also provides diversity resources for publicizing employment opportunities and training in the faculty hiring process.

Wayne State University continues to promote diversity within its faculty. As shown in Table 5 below, the recruitment of women and minority faculty at Wayne State University has been successful in producing diversity within the faculty, despite difficult economic pressures and a highly competitive environment.

a. Full Time Faculty – Tenured and Non-Tenured

In 2011, Wayne employed 1,806 full time faculty. Tenured faculty made up 1,056 of the total faculty. Slightly more than 31% of tenured faculty (334) are women. Minorities hold 309, or 29.2%, of all tenured faculty positions.

In 2011, Wayne employed 750 non-tenured faculty. Women held 365, or just under one-half of the total non-tenure positions. Minorities filled 242, or just under one-third of the non-tenured faculty positions.

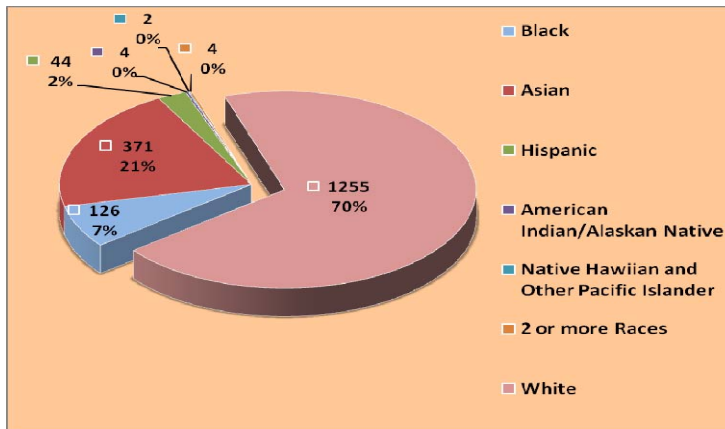
2011 Full Time Faculty - Tenure and Non-Tenure System

As of 12/31/11 (Table 5)

Rank	2011 Faculty Total	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or more Races	Total Minority	Women
Tenure track System	1,056	56 5.30%	217 20.55%	30 2.84%	1 0.09%	1 0.09%	4 0.38%	309 29.26%	334 31.63%
Non-Tenure track System	750	70 9.33%	154 20.53%	14 1.87%	3 0.40%	1 0.13%	0 0.00%	242 32.27%	365 48.67%
Total	1,806	126 7.0%	371 20.5%	44 2.4%	4 0.2%	2 0.1%	4 0.2%	551 30.5%	699 38.7%

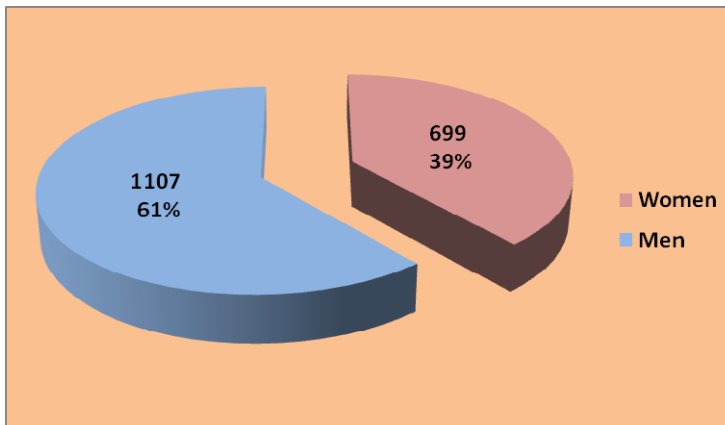
2011 Full Time Faculty – Minority Representation

Chart 1



2011 Full Time Faculty – Gender Representation

Chart 2



b. Tenure-System Faculty by Rank²

Forty percent (40%) of the 1,056 tenured faculty, hold the rank of Professor. The majority of women and minorities are concentrated in the ranks of Associate Professor and Assistant Professor. In 2011, Wayne had 421 Professors, of which 78 were women and 96 were minorities. The total number of Associate Professors was 340 in 2011, of which 124 were women and 101 were minorities. The total number of Assistant Professors was 295, of which 132 were women and 112 were minorities.

Wayne State University promoted 33 tenured/tenure track faculty during 2011, 4 more than in 2010. The 33 promotions included an increase in the number of women faculty who were promoted (10, an increase of 2 from the previous year). Fourteen minority faculty received promotions, an increase of 3 from 2010.

2011 Tenure-System Faculty by Rank³

As of 12/31/11 (Table 6)

Rank	2011 Faculty Total	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or more Races	Total Minority	Women
Professor	421	13 3.1%	75 17.8%	8 1.9%	0 0.0%	0 0.0%	0 0.0%	96 22.8%	78 18.5%
Associate Professor	340	20 5.9%	68 20.0%	12 3.5%	0 0.0%	1 0.3%	0 0.0%	101 29.7%	124 36.5%
Assistant Professor	295	23 7.8%	74 25.1%	10 3.4%	1 0.3%	0 0.0%	4 1.4%	112 38.0%	132 44.7%
Total %	1,056	56 5.3%	217 20.5%	30 2.8%	1 0.1%	1 0.1%	4 0.4%	309 29.3%	334 31.6%

2011 Full Time Faculty Promotions - Tenure and Tenure Track System

As of 12/31/11 (Table 7)

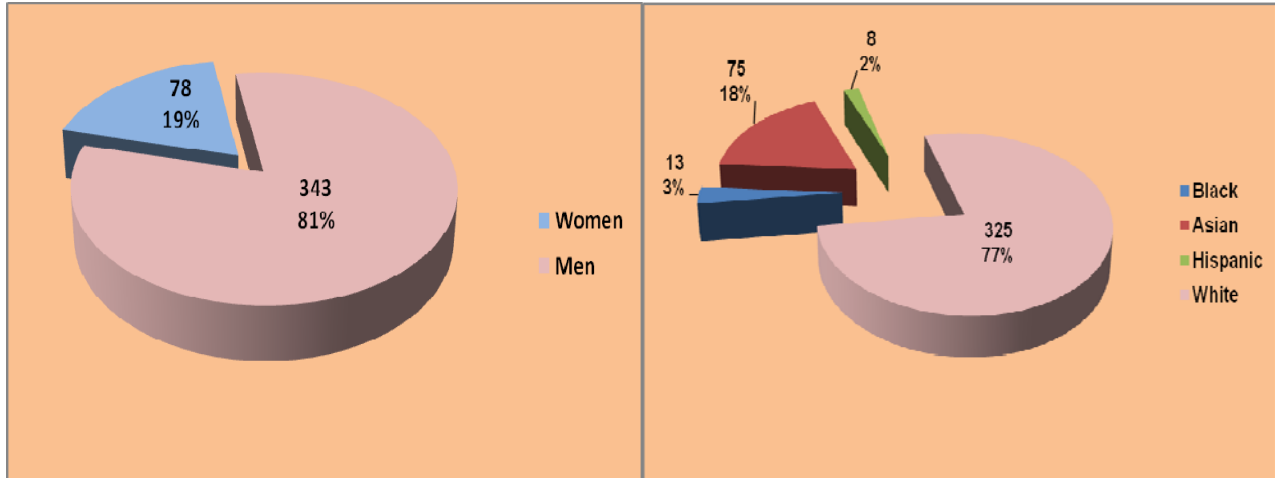
Rank	2011 Faculty Total	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or more Races	Total Minority	Women
Professor	10	0 0.0%	1 0.1%	0 0	0 0	0 0	0 0	1 0.1%	1 0.1%
Associate Professor	23	1 4.3%	10 43.5%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	13 56.5%	9 39.1%
Assistant Professor	0	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total %	33	1 3.0%	11 33.3%	2 6.0%	0 0.0%	0 0.0%	0 0.0%	14 42.4%	10 30.3%

² The number of faculty includes those department chairs whose primary responsibility is "Instructional" as defined by federal law (See EEO Categories at Appendix 1 of this report).

³ This total includes those department chairs whose primary responsibility is Instructional as defined by the federal definition (See EEO Categories at Appendix 1 of this report). Table 5 reflects net changes, and so does not correspond precisely to the preceding text.

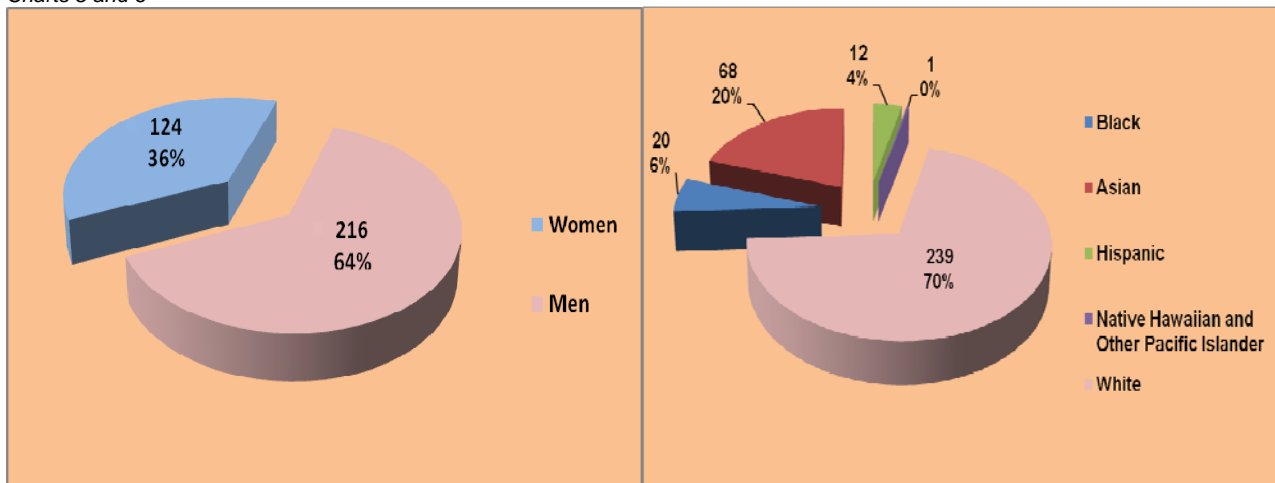
Full Professors – Women and minority representation

Charts 3 and 4



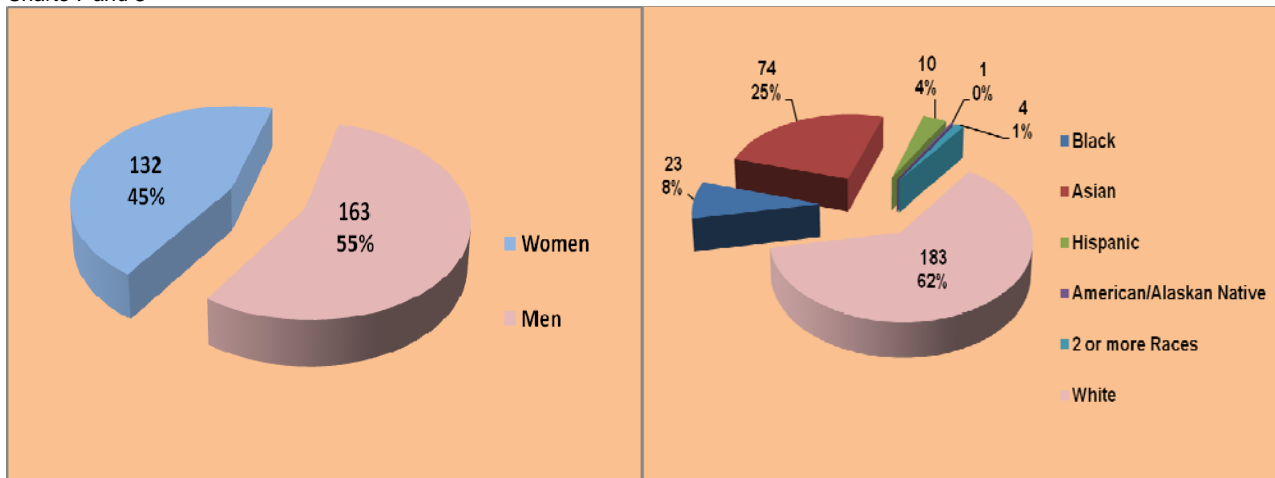
Associate Professors - Women and minority representation

Charts 5 and 6



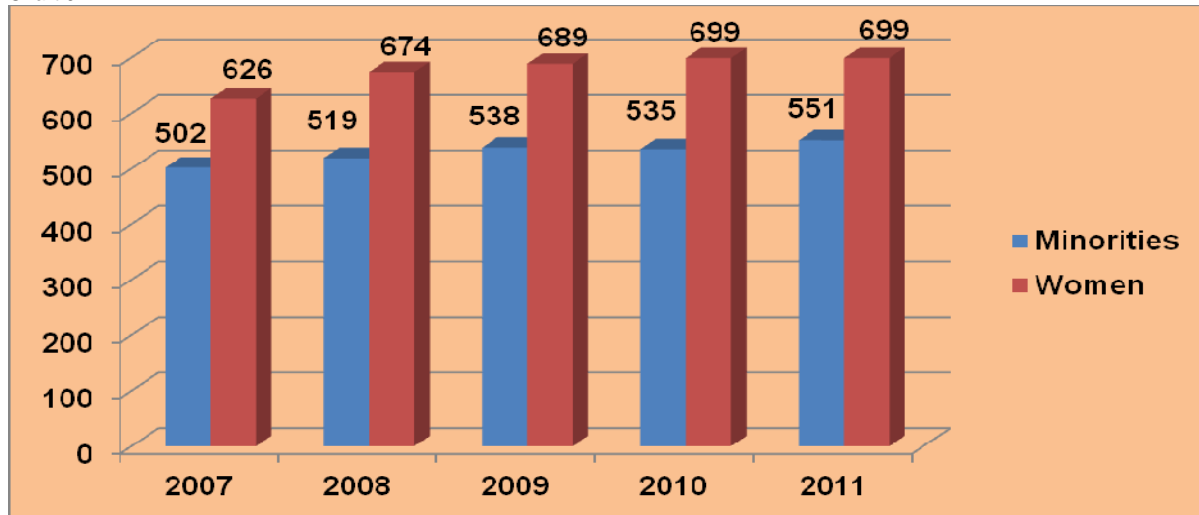
Assistant Professors - Women and minority representation

Charts 7 and 8



Full Time Women and Minority Faculty Five Year Trend

Chart 9



As seen in Table 8, minority and female faculty are distributed throughout the schools, colleges, and divisions, with the majority being within the College of Liberal Arts and Science and the School of Medicine.

2011 Tenured Faculty by School/College/Division – Minorities and Females

As of 12/31/11 (Table 8)

School/College/Division	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or more Races	Total Minorities	White	Unknown	Women	Total
Business Administration	5 11.4%	14 31.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19 43.2%	25 56.8%	0 0.0%	10 22.7%	44
Education	6 10.9%	8 14.5%	3 5.5%	1 1.8%	0 0.0%	0 0.0%	18 32.7%	37 67.3%	0 0.0%	31 56.4%	55
Engineering	5 4.8%	55 52.4%	1 1.0%	0 0.0%	0 0.0%	1 1.0%	62 59.0%	43 41.0%	0 0.0%	11 10.5%	105
Fine & Performing Arts	4 5.3%	2 2.6%	3 3.9%	0 0.0%	0 0.0%	0 0.0%	9 11.8%	67 88.2%	0 0.0%	29 38.2%	76
Law School	2 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	30 93.8%	0 0.0%	10 31.3%	32
Liberal Arts & Science	18 5.1%	55 15.5%	15 4.2%	0 0.0%	0 0.0%	1 0.3%	89 25.1%	261 73.7%	4 1.1%	118 33.3%	354
Library & Information Science	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	9 75.0%	1 8.3%	7 58.3%	12
Medicine	7 2.5%	71 24.9%	5 1.8%	0 0.0%	0 0.0%	1 0.4%	84 29.5%	201 70.5%	0 0.0%	63 22.1%	285
Nursing	2 7.7%	1 3.8%	1 3.8%	0 0.0%	1 3.8%	0 0.0%	5 19.2%	21 80.8%	0 0.0%	24 92.3%	26
Pharmacy & Health Science	1 3.2%	6 19.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 22.6%	23 74.2%	1 3.2%	9 29.0%	31
Social Work	5 27.8%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 5.6%	7 38.9%	11 61.1%	0 0.0%	14 77.8%	18
Division of Research	0 0.0%	4 22.2%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	5 27.8%	13 72.2%	0 0.0%	8 44.4%	18
Grand Totals:	56 5.3%	217 20.5%	30 2.8%	1 0.1%	1 0.1%	4 0.4%	309 29.3%	741 70.2%	6 0.6%	334 31.6%	1056

C. UNIVERSITY NON-ACADEMIC EMPLOYEES (STAFF)

The term “staff” refers to individuals in positions ranging from maintenance personnel to executive officers. The non-academic staff at Wayne State University is diverse in its representation of women and minorities. Of the 3,188 non-academic staff at Wayne State University in 2011, women totaled 1,855 (58%) and minorities totaled 1,512 (47%). Blacks are the largest minority group with 1,023 employees (32%), followed by Asians with 385 employees (12%).

Full-Time Non-Academic Employees by EEO Categories

The EEO categories in this report are based upon Federal Department of Labor Standard Occupational Classifications (“SOC”) according to the nature of the work performed and educational level (degree obtained) and are related to occupations of a similar nature. There are 23 major groups in the SOC and 821 detailed occupations within those groups. As shown in Table 9 below, Wayne State University’s non-academic employment population is comprised of six of these categories: Executive/Administrative/Managerial; Other Professionals; Technical/Paraprofessional; Clerical/Secretarial; Skilled Crafts; and Service/Maintenance.

2011 Total Full-Time Non-Academic Employee Headcount

As of 12/31/11 (Table 9)

Category	2011 Total	Black	Asian	Hispanic	American Indian/Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or More Races	Total Minorities	Women
Executive / Administrative / Managerial	239	43 18.0%	12 5.0%	2 0.8%	1 0.4%	0 0.0%	0 0.0%	58 24.3%	114 47.7%
Other Professionals	2,078	447 21.5%	365 17.6%	59 2.8%	2 0.1%	1 0.0%	11 0.5%	885 42.6%	1,236 59.5%
Technical / Paraprofessional	64	12 18.8%	0 0.0%	1 1.6%	1 1.6%	0 0.0%	0 0.0%	14 21.9%	30 46.9%
Clerical / Secretarial	412	273 66.3%	4 1.0%	10 2.4%	1 0.2%	0 0.0%	1 0.2%	289 70.1%	357 86.7%
Skilled Crafts	104	33 31.7%	2 1.9%	1 1.0%	0 0.0%	0 0.0%	0 0.0%	36 34.6%	4 3.8%
Service / Maintenance	291	215 73.9%	2 0.7%	11 3.8%	2 0.7%	0 0.0%	0 0.0%	230 79.0%	114 39.2%
Total	3,188	1,023 32.1%	385 12.1%	84 2.6%	7 0.2%	1 0.0%	12 0.4 %	1,512 47.4 %	1,855 58.2%

With nearly 48% minority and more than 58% female representation in the non-academic employee group, Wayne State continues to retain and employ a diverse workforce.

It is significant that minorities and women are heavily represented throughout all levels of job categories at Wayne. In 2011, 239 employees were classified in the “Executive/Administrative/Managerial” category. This category corresponds, more or less,

to non-academic employees holding the rank of Director or above. Minorities represent nearly 25% of this high-level group. The number of women represented in this group was 114 in 2011, which represents just over 47% of the total employee group.

Full-time employees in the “Other Professional” category include academic support personnel as well as those job assignments that require a college degree. The population of the “Other Professional” category fluctuates with enrollment and grant funding trends. Of the 2,078 employed in this category, 885 were minorities. Blacks were more heavily represented than any other minority, at 447, followed by Asians at 365. Hispanics in this group totaled 59, with American Indian/Alaskan Native and Native Hawaiian and Other Pacific Islanders totaling 2 and 1 respectively. Eleven (11) employees were identified as having 2 or more races and just fewer than 60% (1,236) were women.

There were 412 full-time employees in the “Clerical/Secretarial” category in 2011, of which 273, or just over 66%, were Black. Other minorities are very modestly represented, with 10 Hispanic employees, 4 Asian employees, and 1 American Indian /Alaskan Native employee. One (1) employee was identified as having 2 or more races and female employees comprise over 86% of the Clerical/Secretarial job category.

The number of full-time employees categorized as “Technical/Paraprofessional” was 64 employees. This category includes Library Assistants, Archivist Assistants, Graphic Designers, Facility Coordinators, Multimedia Specialists, Environmental Health Specialist, Lab Techs and other similar positions. Women comprise close to 47% and total minorities are slightly under 22% of this reporting group.

The “Skilled Crafts” category included 104 employees in 2011. Minority representation within the group was 36, with Blacks making up the bulk of this group. In the “Service/Maintenance” category, the number of full-time personnel was at 291. 230 of these employees were minorities, which represents just under 80% of the service group. Women represent 3.8% of the Skilled Crafts category and slightly over 39% of Service categories.

D. TEMPORARY POSITIONS

This employee group often fluctuates over the course of a given year, as the positions are based on a unit’s specific needs or projects. University policy limits temporary employees to a total of 1000 hours employment in a fiscal year. With this limitation in mind, the following data provides a snapshot of active temporary positions on the payroll as of November 2011.⁴

⁴ Wayne runs two different reports regarding temporary employees: a report listing those individuals who are classified as “temporary employee” or “TE”, and a report listing the number of temporary employees who work in a specific pay period. The snapshot in this section is the number of individuals classified TE.

Temporary employees by position classification and gender

(Table 10)

Type	Female	Male	Total
Other Professional	299	170	469
Clerical and Secretarial	82	55	137
Skilled Crafts	9	15	24
Service/Maintenance	7	9	16
Totals:	397	249	646
% of total:	61.46%	38.54%	100.00%

Temporary employees by position classification and race

(Table 11)

Type	Black	Asian / Pacific Islander	Hispanic	American Indian/ Alaskan Native	Native Hawaiian and Other Pacific Islander	2 or More Races	White	Unknown Race/ Ethnicity	Total
Other Professional	140	25	13	1	2	3	278	7	469
Clerical/ Secretarial	65	12	1	0	0	2	54	3	137
Skilled Crafts	18	0	0	0	0	0	5	1	24
Service/ Maintenance	11	0	0	0	0	0	4	1	16
Totals:	234	37	14	1	2	5	341	12	646

As demonstrated by the data outlined above, the temporary employee population generally reflects the University at large in its distribution of women and minorities. Minorities comprise nearly half of this employment group. Black technicians represent 36.2% of the group, in excess of the 20.4% regional availability. Asians represent nearly 6% of the group, which also exceeds the regional availability of 2.8%. Hispanics and American Indian/Alaskan Native both fall below our regional availability and the University employee population overall.

E. COMPARISON WITH OTHER UNIVERSITIES

In this section, compare Wayne's performance in the representation of women and minorities to other educational institutions.⁵ The first part compares Wayne with other Michigan Public Universities. The second part compares Wayne with fifteen peer institutions.

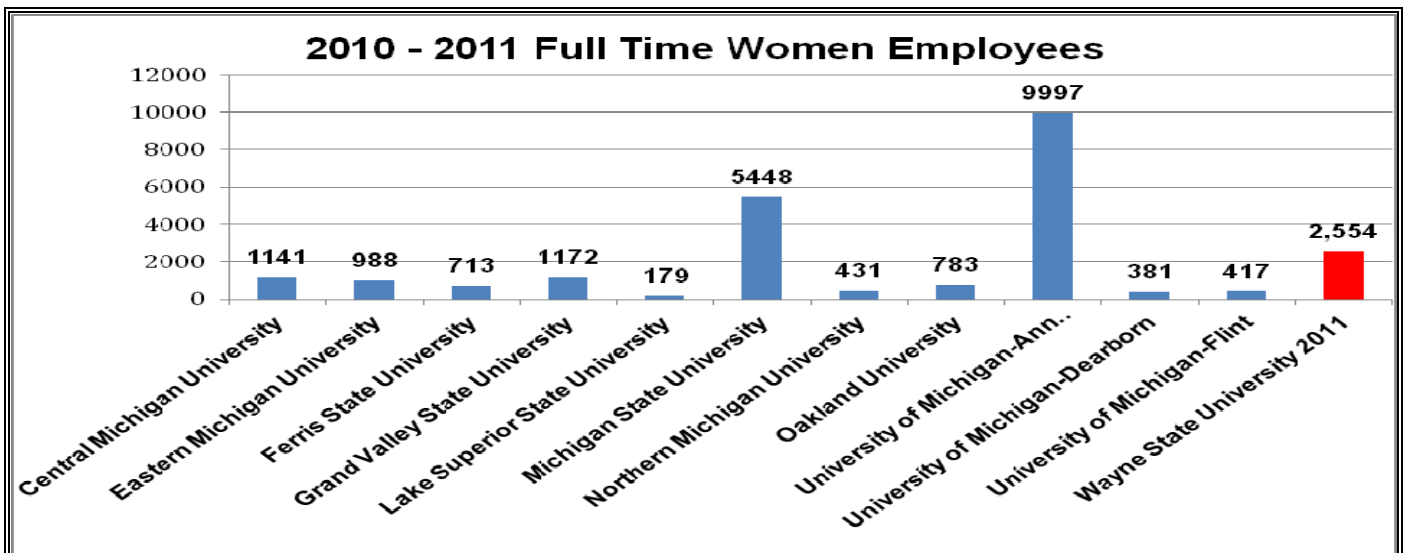
⁵ The methodology for the analysis was to compare Wayne in accordance with employment data submitted to IPEDS for the most recent year available (2010). IPEDS is a common university reporting data set. While this comparison may be imperfect, as there may be variance in the ways individual institutions may arrive at the numbers they report in IPEDS, this method provides the best available data to provide a solid picture of where Wayne stands in relation to our colleagues.

1) Michigan Public Universities⁶

Comparative Analysis – Women Employment

In 2011, Wayne State University employed 2,554 women in full time positions. The total number of women employed in full time positions at Wayne is third behind University of Michigan-Ann Arbor (9,997) and Michigan State University (5,448), respectively. Among the public universities, as a percentage of total employees, Wayne ranks 11th with 51.14% of its employees being women.

Michigan Public Universities				
2010 - 2011 Full Time Women Employees				
Institution Name	Total Full Time Employees	Total Full Time Women	Percentage of Total Employees	Rank
University of Michigan-Flint	695	417	60.00%	1
Oakland University	1,416	783	55.30%	2
University of Michigan-Ann Arbor	18,422	9,997	54.27%	3
Central Michigan University	2,121	1,141	53.80%	4
Grand Valley State University	2,186	1,172	53.61%	5
Michigan State University	10,305	5,448	52.87%	6
University of Michigan-Dearborn	721	381	52.84%	7
Lake Superior State University	342	179	52.34%	8
Ferris State University	1,368	713	52.12%	9
Eastern Michigan University	1,900	988	52.00%	10
Wayne State University	4,994	2,554	51.14%	11
Northern Michigan University	923	431	46.70%	12

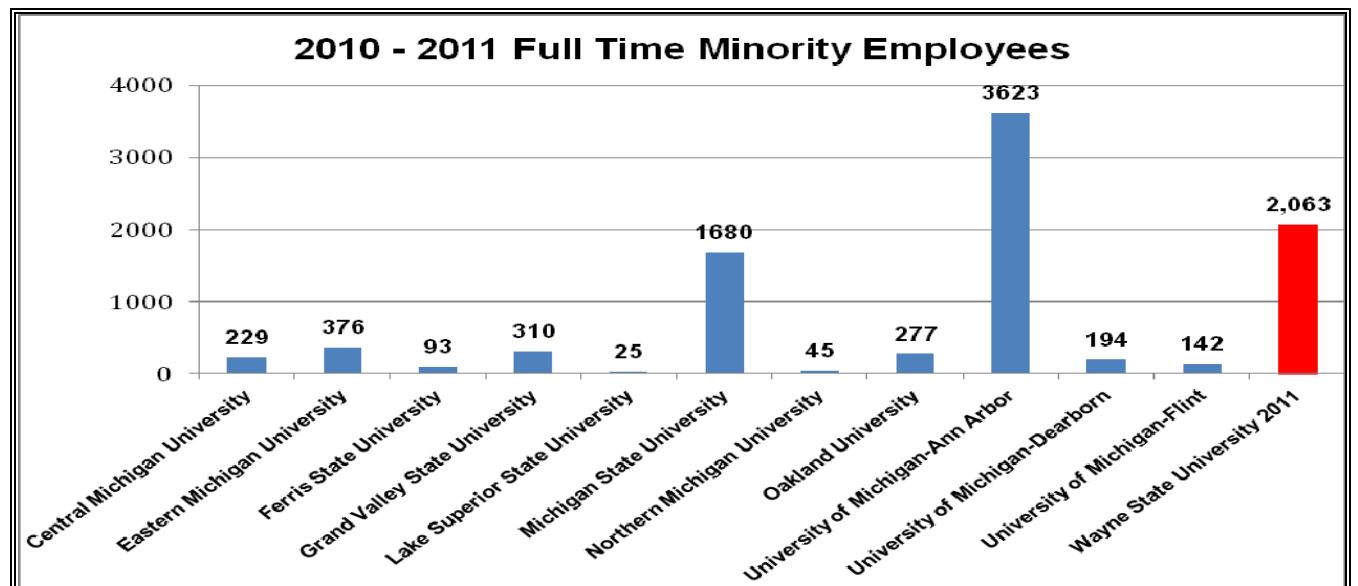


⁶ There are 15 Public Universities in the state of Michigan; however institutions submitted data with Integrated Postsecondary Education Data System (IPEDS) voluntarily for the reporting year 2010. Therefore, data are not available for all institutions. Michigan Technological University, Saginaw Valley State University and Western Michigan University opted not to submit data for the 2010 reporting year.

Comparative Analysis – Minority Employment

In 2011, Wayne State University employed 2,063 minorities in Full Time positions, second only to the University of Michigan--Ann Arbor (3623). As a percentage of total employees, Wayne (41.31%) ranks 1st among the public universities.

Michigan Public Universities				
2010 - 2011 Full Time Minority Employees				
Institution Name	Total Full Time Employees	Total Full Time Minority Employees	Percentage of Total Employees	Rank
Wayne State University	4,994	2,063	41.31%	1
University of Michigan-Dearborn	721	194	26.91%	2
University of Michigan-Flint	695	142	20.43%	3
Eastern Michigan University	1,900	376	19.79%	4
University of Michigan-Ann Arbor	18,422	3,623	19.67%	5
Oakland University	1,416	277	19.56%	6
Michigan State University	10,305	1,680	16.30%	7
Grand Valley State University	2,186	310	14.18%	8
Central Michigan University	2,121	229	10.80%	9
Lake Superior State University	342	25	7.31%	10
Ferris State University	1,368	93	6.80%	11
Northern Michigan University	923	45	4.88%	12

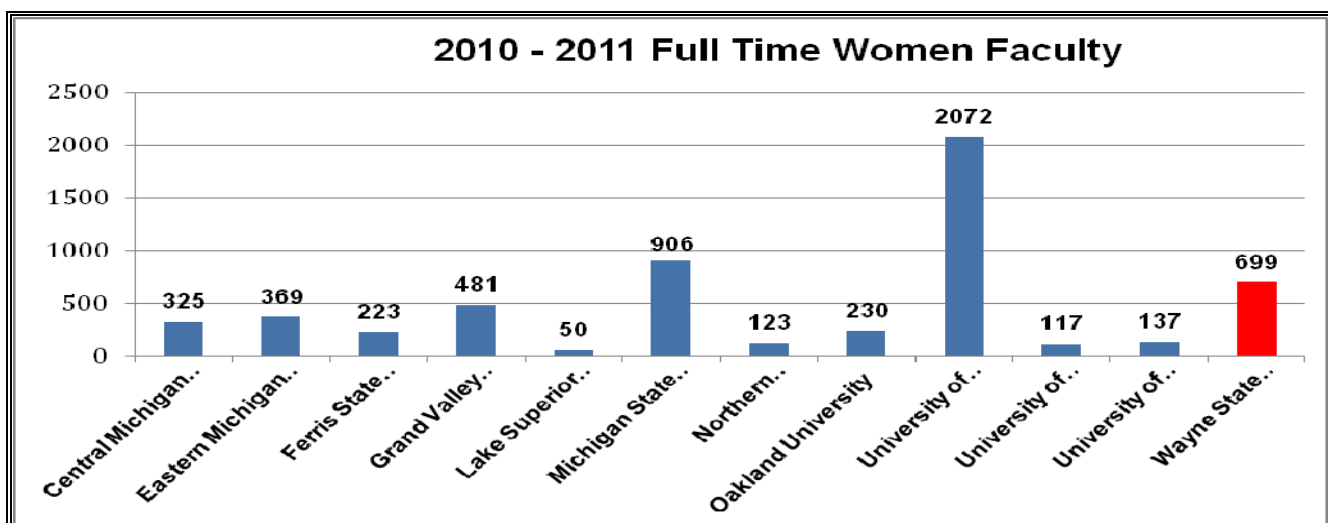


Comparative Analysis – Faculty Employment

Women Faculty

In 2011, Wayne State University employed 699 women in Full Time Faculty positions, which is unchanged from 2010. This result remains third behind the University of Michigan – Ann Arbor (2072) and Michigan State University (906), respectively. As a percentage of total faculty employees, Wayne ranks 9th among the public universities with 38.70% of its full time faculty employees being women.

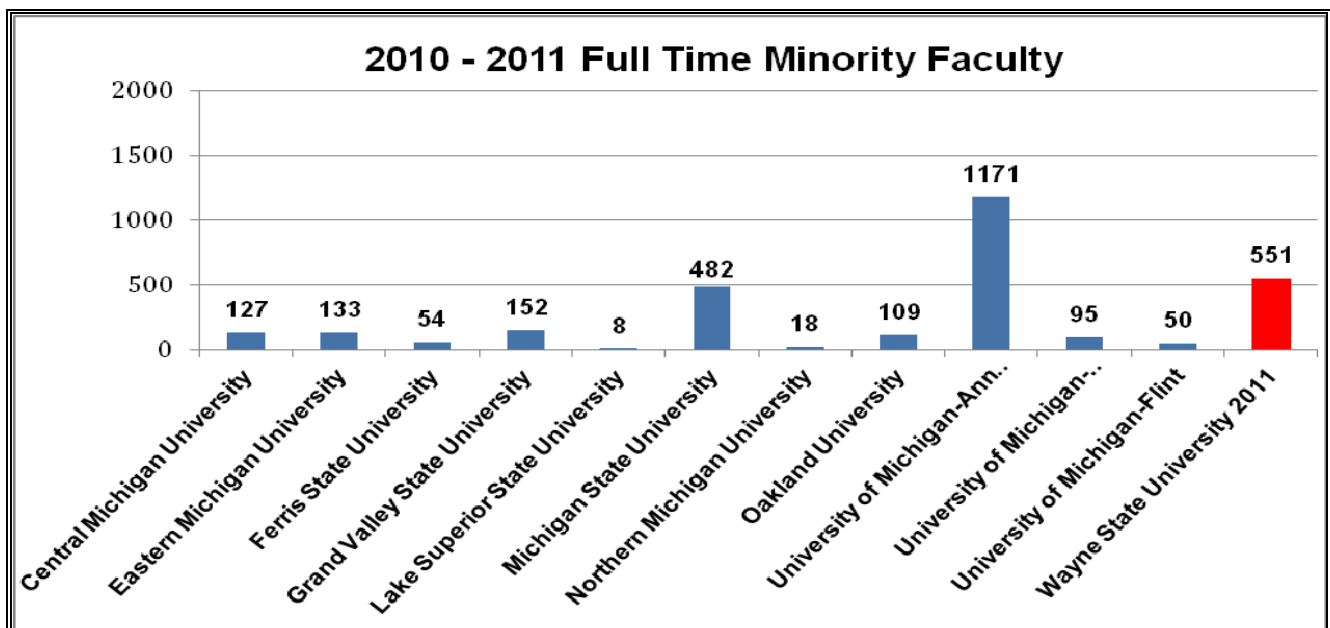
Michigan Public Universities				
2010 - 2011 Full Time Women Faculty				
Institution Name	Total Full Time Faculty Employees	Total Full Time Women Faculty	Percentage of Total Faculty	Rank
University of Michigan-Flint	270	137	50.74%	1
Eastern Michigan University	764	369	48.30%	2
Grand Valley State University	1,048	481	45.90%	3
Lake Superior State University	113	50	44.25%	4
Oakland University	524	230	43.89%	5
Central Michigan University	786	325	41.35%	6
Ferris State University	557	223	40.04%	7
Northern Michigan University	312	123	39.42%	8
Wayne State University	1,806	699	38.70%	9
University of Michigan-Dearborn	305	117	38.36%	10
University of Michigan-Ann Arbor	5,693	2,072	36.40%	11
Michigan State University	2,551	906	35.52%	12



Minority Faculty

In 2011, Wayne State University employed 551 minorities in Full Time Faculty positions, second behind the University of Michigan – Ann Arbor (1171). As a percentage of total full time faculty employees, Wayne (30.51%) ranks 2nd among the public universities.

Michigan Public Universities				
2010 - 2011 Full Time Minority Faculty				
Institution Name	Total Full Time Faculty Employees	Total Full Time Minority Faculty	Percentage of Total Faculty	Rank
University of Michigan-Dearborn	305	95	31.15%	1
Wayne State University	1,806	551	30.51%	2
Oakland University	524	109	20.80%	3
University of Michigan-Ann Arbor	5,693	1,171	20.57%	4
Michigan State University	2,551	482	18.89%	5
University of Michigan-Flint	270	50	18.52%	6
Eastern Michigan University	764	133	17.41%	7
Central Michigan University	786	127	16.16%	8
Grand Valley State University	1,048	152	14.50%	9
Ferris State University	557	54	9.69%	10
Lake Superior State University	113	8	7.08%	11
Northern Michigan University	312	18	5.77%	12

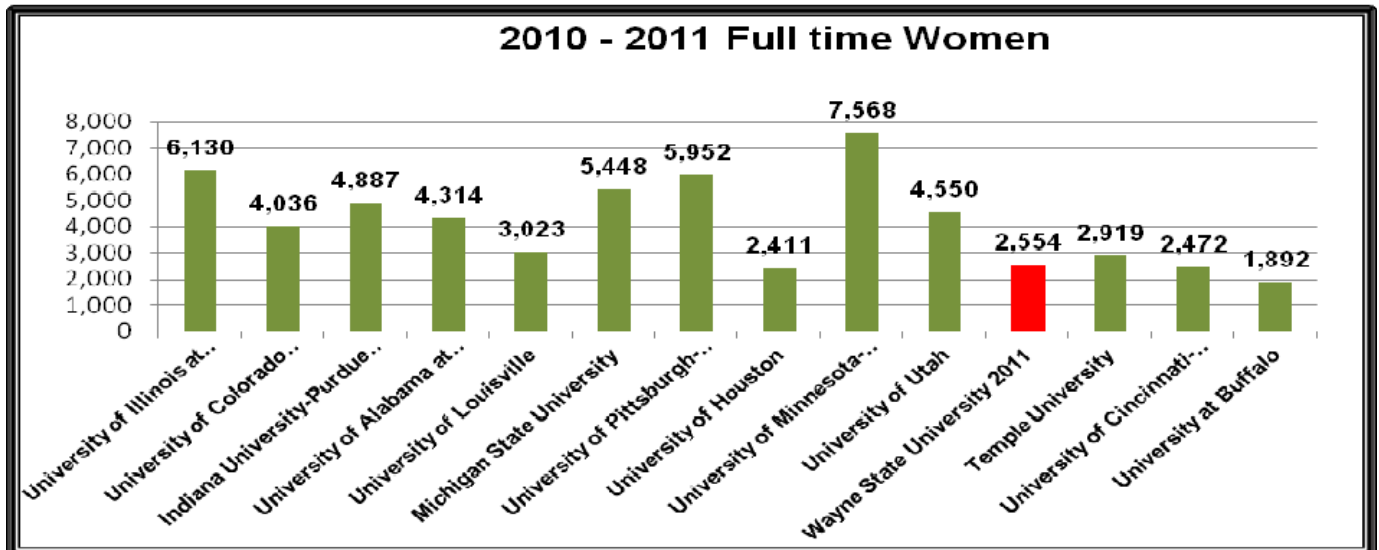


2) National Peer Institutions

Comparative Analysis – Women Employment

In 2011, Wayne State University employed 2,554 women in full time positions. Wayne ranks 11th among its national peer institutions⁷ in percentage of total women employed.

National Peer Institutions				
2010 - 2011 Total Women Employees				
Institution Name	Total Full Time Employees	Total Women Employees	Percentage of Total Employees	Rank
University of Illinois at Chicago	9,766	6,130	62.77%	1
University of Colorado Denver	6,679	4,036	60.43%	2
Indiana University-Purdue University-Indianapolis	8,517	4,887	57.38%	3
University of Alabama at Birmingham	7,557	4,314	57.09%	4
University of Louisville	5,481	3,023	55.15%	5
Michigan State University	10,305	5,448	52.87%	6
University of Pittsburgh-Pittsburgh Campus	11,404	5,952	52.19%	7
University of Houston	4,637	2,411	51.99%	8
University of Minnesota-Twin Cities	14,650	7,568	51.66%	9
University of Utah	8,809	4,550	51.65%	10
Wayne State University	4,994	2,554	51.14%	11
Temple University	5,758	2,919	50.69%	12
University of Cincinnati-Main Campus	4,940	2,472	50.04%	13
University at Buffalo	4,112	1,892	46.01%	14

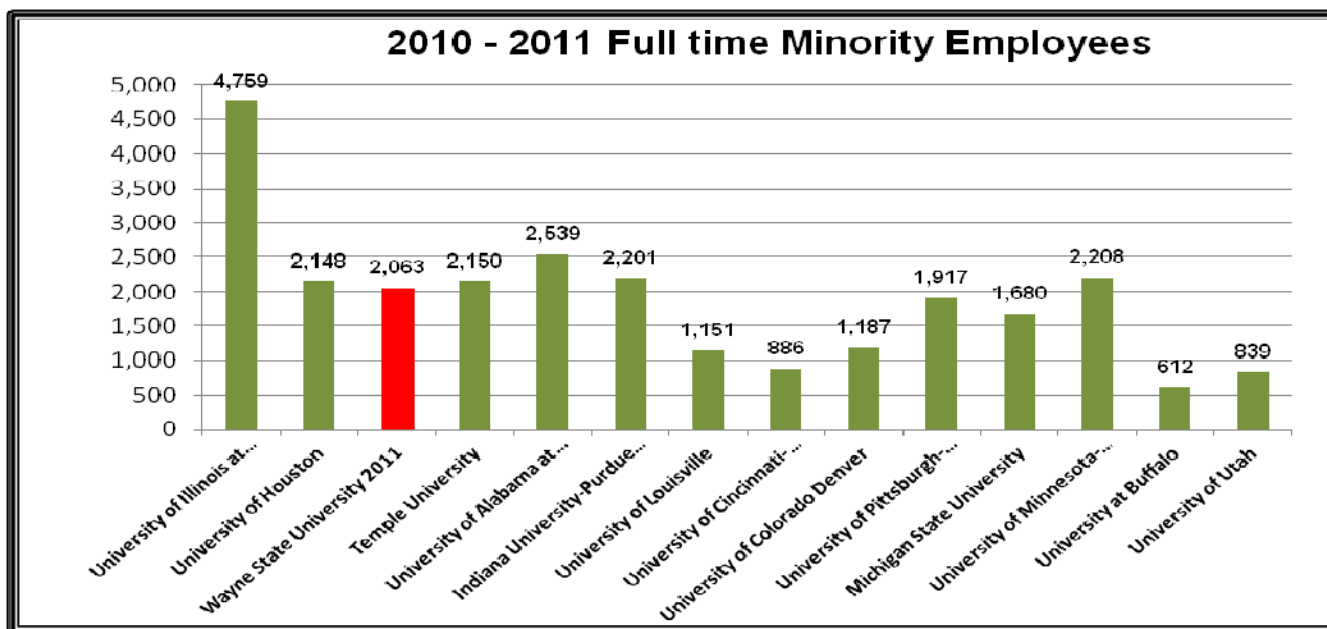


⁷ The Board of Governors has identified fifteen (15) universities as National Peer Institutions. Because reporting for Integrated Postsecondary Education Data System (IPEDS) was voluntary for the reporting year 2010, data are not available for all institutions. The University of New Mexico and Virginia Commonwealth University opted not to submit data for 2010. Therefore, including Wayne State, there are fourteen (14) institutions in this analysis.

Comparative Analysis – Minority Employment

Wayne ranks 3rd among its national peer institutions in total minorities employed with 41.31% of its employee population being minority.

National Peer Institutions				
2010 - 2011 Total Minority Employees				
Institution Name	Total Full Time Employees	Total Minority Employees	Percentage of Total Employees	Rank
University of Illinois at Chicago	9,766	4,759	48.73%	1
University of Houston	4,637	2,148	46.32%	2
Wayne State University 2011	4,994	2,063	41.31%	3
Temple University	5,758	2,150	37.34%	4
University of Alabama at Birmingham	7,557	2,539	33.60%	5
Indiana University-Purdue University-Indianapolis	8,517	2,201	25.84%	6
University of Louisville	5,481	1,151	21.00%	7
University of Cincinnati-Main Campus	4,940	886	17.94%	8
University of Colorado Denver	6,679	1,187	17.77%	9
University of Pittsburgh-Pittsburgh Campus	11,404	1,917	16.81%	10
Michigan State University	10,305	1,680	16.30%	11
University of Minnesota-Twin Cities	14,650	2,208	15.07%	12
University at Buffalo	4,112	612	14.88%	13
University of Utah	8,809	839	9.52%	14

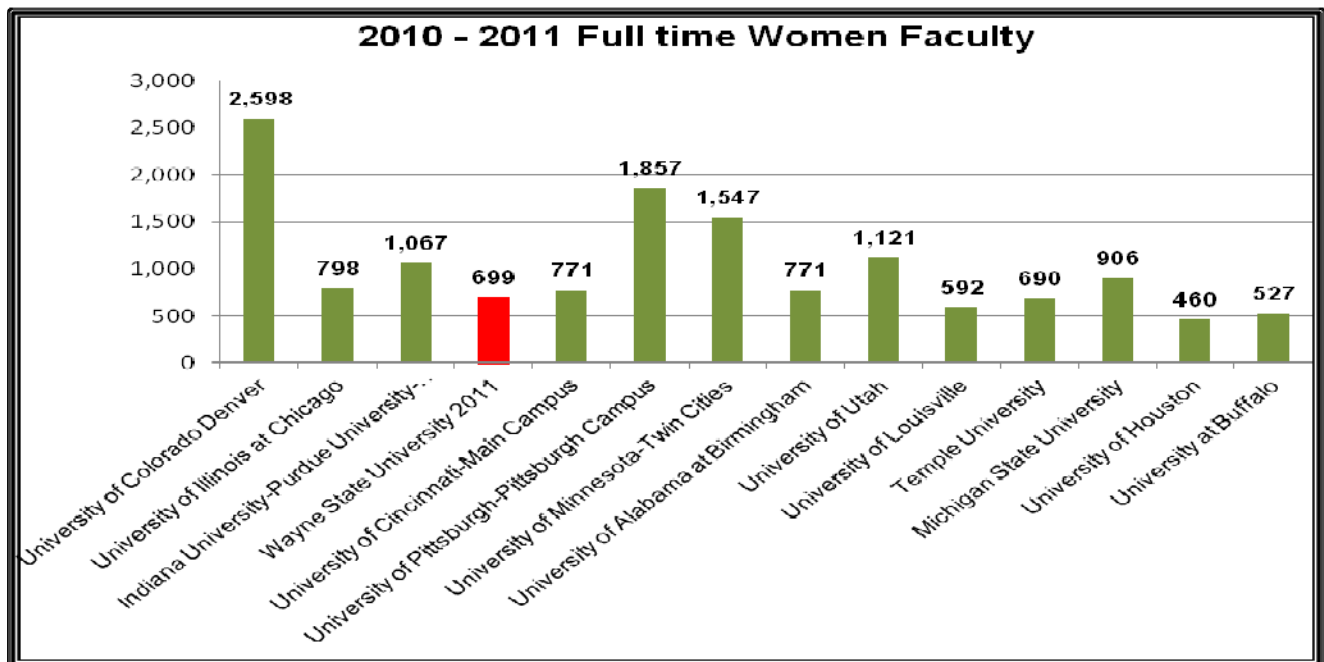


COMPARATIVE ANALYSIS – FACULTY EMPLOYMENT

Women Faculty

Wayne ranks 4th among its national peer institutions in total women faculty.

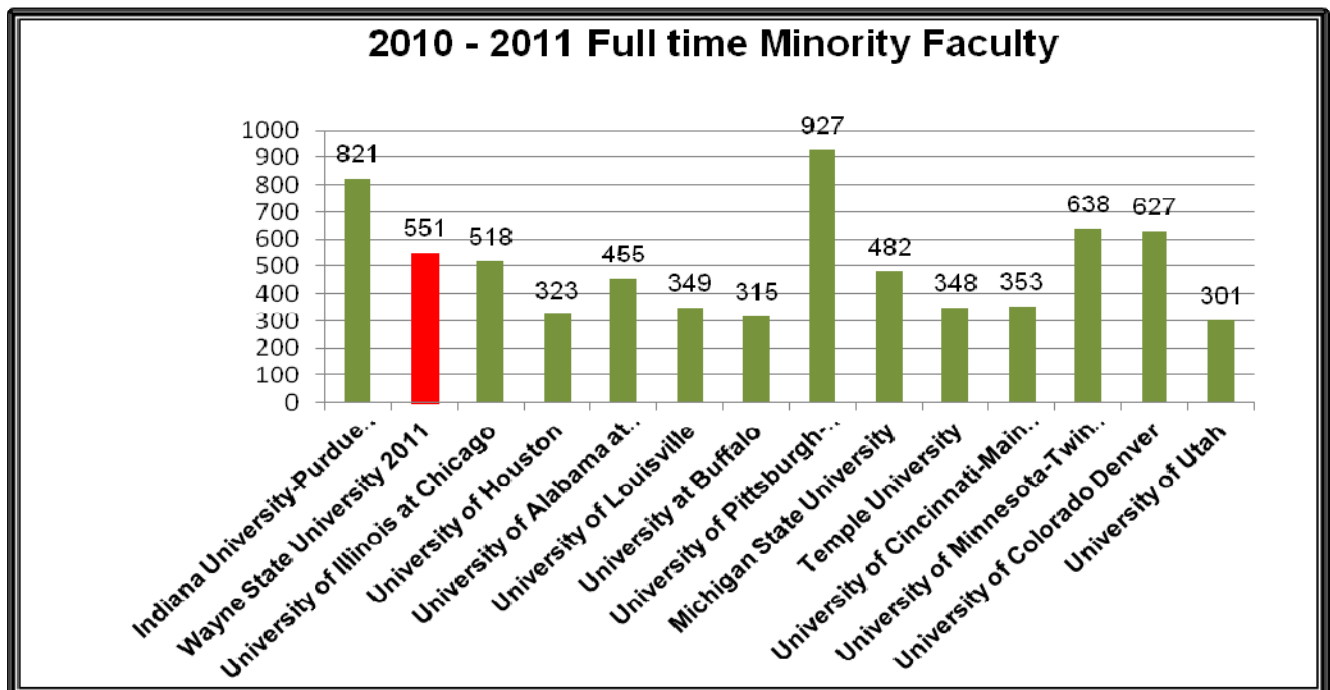
National Peer Institutions				
2010 - 2011 Full Time Women Faculty				
Institution Name	Total Full Time Faculty	Total Full Time Women Faculty	Percentage of Total Faculty	Rank
University of Colorado Denver	4,501	2,598	57.72%	1
University of Illinois at Chicago	1,918	798	41.61%	2
Indiana University-Purdue University-Indianapolis	2,651	1,067	40.25%	3
Wayne State University	1,806	699	38.70%	4
University of Cincinnati-Main Campus	2,010	771	38.36%	5
University of Pittsburgh-Pittsburgh Campus	4,844	1,857	38.34%	6
University of Minnesota-Twin Cities	4,097	1,547	37.76%	7
University of Alabama at Birmingham	2,044	771	37.72%	8
University of Utah	2,991	1,121	37.48%	9
University of Louisville	1,620	592	36.54%	10
Temple University	1,930	690	35.75%	11
Michigan State University	2,551	906	35.52%	12
University of Houston	1,309	460	35.14%	13
University at Buffalo	1,535	527	34.33%	14



Minority Faculty

Wayne ranks second among its 14 national peer institutions in total minority faculty.

National Peer Institutions				
2010 - 2011 Full Time Minority Faculty				
Institution Name	Total Full Time Faculty	Total Full Time Minority Faculty	Percentage of Total Faculty	Rank
Indiana University-Purdue University-Indianapolis	2,651	821	30.97%	1
Wayne State University	1,806	551	30.51%	2
University of Illinois at Chicago	1,918	518	27.01%	3
University of Houston	1,309	323	24.68%	4
University of Alabama at Birmingham	2,044	455	22.26%	5
University of Louisville	1,620	349	21.54%	6
University at Buffalo	1,535	315	20.52%	7
University of Pittsburgh-Pittsburgh Campus	4,844	927	19.14%	8
Michigan State University	2,551	482	18.89%	9
Temple University	1,930	348	18.03%	10
University of Cincinnati-Main Campus	2,010	353	17.56%	11
University of Minnesota-Twin Cities	4,097	638	15.57%	12
University of Colorado Denver	4,501	627	13.93%	13
University of Utah	2,991	301	10.06%	14



c. Analysis of Senior Leadership Positions (Executive/Administrative/Managerial Employees)

In this section, we discuss Wayne's performance in a specific occupational category: Executive/Administrative/Managerial employees, both in comparison to the Michigan Public Universities and in comparison to the national peer institutions.

Michigan Public Universities – Women Employees

As of 12/31/11 (Table 12)

Michigan Public Universities				
2010 - 2011 Full Time Executive/Administrative/Managerial Women Employees				
Institution Name	Total Full Time Executive/Administrative and Managerial Employees	Total Full Time Women Executive/Administrative and Managerial Employees	Percentage of Total Executive/Administrative and Managerial Employees	Rank
Lake Superior State University	39	25	64.10%	1
University of Michigan-Ann Arbor	1,711	975	56.98%	2
University of Michigan-Flint	91	51	56.04%	3
Grand Valley State University	211	118	55.92%	4
University of Michigan-Dearborn	83	41	49.40%	5
Michigan State University	351	168	47.86%	6
Wayne State University	239	114	47.70%	7
Central Michigan University	125	58	46.40%	8
Oakland University	64	28	43.75%	9
Ferris State University	164	71	43.29%	10
Eastern Michigan University	156	67	42.95%	11
Northern Michigan University	64	24	37.50%	12

Michigan Public Universities – Women Employees by Primary Ethnicity

As of 12/31/11 (Table 13)

Michigan Public Universities							
2010 - 2011 Full Time Executive/Administrative/Managerial Women Employees by Primary Ethnicity							
Institution Name	American Indian or Alaska Native	Asian/Native Hawaiian/ Other Pacific Islander	Black or African American/ Black Non-Hispanic	Hispanic or Latino/ Hispanic	Two or More Races	Total Minorities	Total Women
University of Michigan-Ann Arbor	0	0	74	17	14	105	975
Wayne State University	1	5	26	0	0	32	114
Grand Valley State University	3	0	12	4	2	21	118
Michigan State University	0	0	15	1	0	16	168
University of Michigan-Dearborn	0	0	8	1	2	11	41
Central Michigan University	2	0	3	2	0	7	58
Eastern Michigan University	0	0	6	1	0	7	67
University of Michigan-Flint	1	0	5	1	0	7	51
Oakland University	0	0	4	0	0	4	28
Northern Michigan University	2	0	0	0	0	2	24
Lake Superior State University	1	0	0	0	0	1	25
Ferris State University	0	0	0	0	0	0	71

Michigan Public Universities – Minority Employees

As of 12/31/11 (Table 14)

Michigan Public Universities				
2010 - 2011 Full Time Executive/Administrative/Managerial Minority Employees				
Institution Name	Full Time Executive/ Administrative and Managerial Employees	Full Time Minority Executive/ Administrative and Managerial Employees	Percentage of Total Executive/ Administrative and Managerial Employees	Rank
Wayne State University	239	58	24.27%	1
University of Michigan-Flint	91	19	20.88%	2
University of Michigan-Dearborn	83	16	19.28%	3
Grand Valley State University	211	38	18.01%	4
Central Michigan University	125	19	15.20%	5
Eastern Michigan University	156	22	14.10%	6
University of Michigan-Ann Arbor	1,711	234	13.68%	7
Oakland University	64	7	10.94%	8
Michigan State University	351	37	10.54%	9
Northern Michigan University	64	5	7.81%	10
Ferris State University	164	6	3.66%	11
Lake Superior State University	39	1	2.56%	12

Michigan Public Universities – Minority Employees by Primary Ethnicity

As of 12/31/11 (Table 15)

Michigan Public Universities						
2010 - 2011 Full Time Executive/Administrative/Managerial Minority Employees by Primary Ethnicity						
Institution Name	American Indian or Alaska Native	Asian/ Native Hawaiian/ Other Pacific Islander	Black or African American/ Black Non-Hispanic	Hispanic or Latino/ Hispanic	Two or More Races	Total Minorities
University of Michigan-Ann Arbor	5	47	134	27	21	234
Wayne State University	1	12	43	2	0	58
Grand Valley State University	3	1	25	7	2	38
Michigan State University	0	10	21	5	1	37
Eastern Michigan University	0	4	15	3	0	22
Central Michigan University	3	3	9	4	0	19
University of Michigan-Flint	1	4	11	1	2	19
University of Michigan-Dearborn	0	2	9	3	2	16
Oakland University	0	3	4	0	0	7
Ferris State University	0	0	6	0	0	6
Northern Michigan University	2	2	0	1	0	5
Lake Superior State University	1	0	0	0	0	1

National Peer Universities – Women Employees

As of 12/31/11 (Table 16)

National Peer Institutions				
2010 - 2011 Full Time Executive/Administrative/Managerial Women Employees				
Institution Name	Full Time Executive/ Administrative and Managerial Employees	Full Time Women Executive/ Administrative and Managerial Employees	Percentage of Executive/ Administrative and Managerial Employees	Rank
University of Illinois at Chicago	1,023	638	62.37%	1
University of Colorado-Denver	426	262	61.50%	2
University of Cincinnati	653	382	58.50%	3
University of Minnesota-Twin Cities	2,477	1,432	57.81%	4
University of Pittsburgh	561	302	53.83%	5
Temple University	927	493	53.18%	6
University at Buffalo	191	94	49.21%	7
Michigan State University	351	168	47.86%	8
University of Houston	157	75	47.77%	9
Wayne State University	239	114	47.70%	10
University of Alabama at Birmingham	227	99	43.61%	11
University of Utah	329	143	43.47%	12
University of Louisville	106	45	42.45%	13
Indiana University-Purdue University-Indianapolis	232	93	40.09%	14

National Peer Universities – Women Employees by Primary Ethnicity

As of 12/31/11 (Table 17)

National Peer Institutions							
2010 - 2011 Full Time Executive/Administrative/Managerial Women Employees by Primary Ethnicity							
Institution Name	American Indian or Alaska Native	Asian/ Native Hawaiian/ Other Pacific Islander	Black or African American /Black Non-Hispanic	Hispanic or Latino/ Hispanic	Two or More Races	Total Minorities	Total Women
University of Illinois at Chicago	2	50	128	69	2	251	638
Temple University	1	18	110	13	0	142	493
University of Minnesota-Twin Cities	10	53	44	20	11	138	1432
University of Cincinnati	0	6	55	3	1	65	382
University of Colorado-Denver	2	13	5	20	0	40	262
Wayne State University	1	5	26	0	0	32	114
University of Houston	0	12	12	4	0	28	75
University of Pittsburgh	0	6	14	2	3	25	302
Michigan State University	0	6	15	1	0	22	168
Indiana University-Purdue University-Indianapolis	0	4	9	1	1	15	93
University of Alabama at Birmingham	0	0	13	1	1	15	99
University at Buffalo	1	4	9	0	0	14	94
University of Utah	0	6	5	2	0	13	143
University of Louisville	0	0	3	0	2	5	45

National Peer Universities – Minority Employees

As of 12/31/11 (Table 18)

National Peer Institutions				
2010 - 2011 Full Time Executive/Administrative/Managerial Minority Employees				
Institution Name	Full Time Executive/ Administrative and Managerial Employees	Full Time Minority Executive/ Administrative and Managerial Employees	Percentage of Total Executive/ Administrative and Managerial Employees	Rank
University of Illinois at Chicago	1,023	360	35.19%	1
University of Houston	157	43	27.39%	2
Temple University	927	238	25.67%	3
Wayne State University	239	58	24.27%	4
University of Cincinnati	653	103	15.77%	5
University of Colorado-Denver	426	61	14.32%	6
Indiana University-Purdue University-Indianapolis	232	32	13.79%	7
University of Alabama at Birmingham	227	30	13.22%	8
University at Buffalo	191	24	12.57%	9
University of Louisville	106	13	12.26%	10
University of Minnesota-Twin Cities	2,477	297	11.99%	11
Michigan State University	351	37	10.54%	12
University of Pittsburgh	561	45	8.02%	13
University of Utah	329	20	6.08%	14

National Peer Universities – Minority Employees by Primary Ethnicity

As of 12/31/11 (Table 19)

National Peer Institutions						
2010 - 2011 Full Time Executive/Administrative/Managerial Minority Employees by Primary Ethnicity						
Institution Name	American Indian or Alaska Native	Asian/ Native Hawaiian/ Other Pacific Islander	Black or African American/ Black Non-Hispanic	Hispanic or Latino/ Hispanic	Two or More Races	Total Minorities
University of Illinois at Chicago	2	64	183	107	4	360
University of Minnesota-Twin Cities	14	136	92	38	17	297
Temple University	4	41	170	23	0	238
University of Cincinnati	1	12	81	6	3	103
University of Colorado-Denver	2	18	11	30	0	61
Wayne State University	1	12	43	2	0	58
University of Pittsburgh	0	11	29	2	3	45
University of Houston	0	15	18	10	0	43
Michigan State University	0	10	21	5	1	37
Indiana University-Purdue University-Indianapolis	0	12	17	1	2	32
University of Alabama at Birmingham	0	0	26	2	2	30
University at Buffalo	1	6	15	2	0	24
University of Utah	1	7	6	5	1	20
University of Louisville	0	1	9	0	3	13

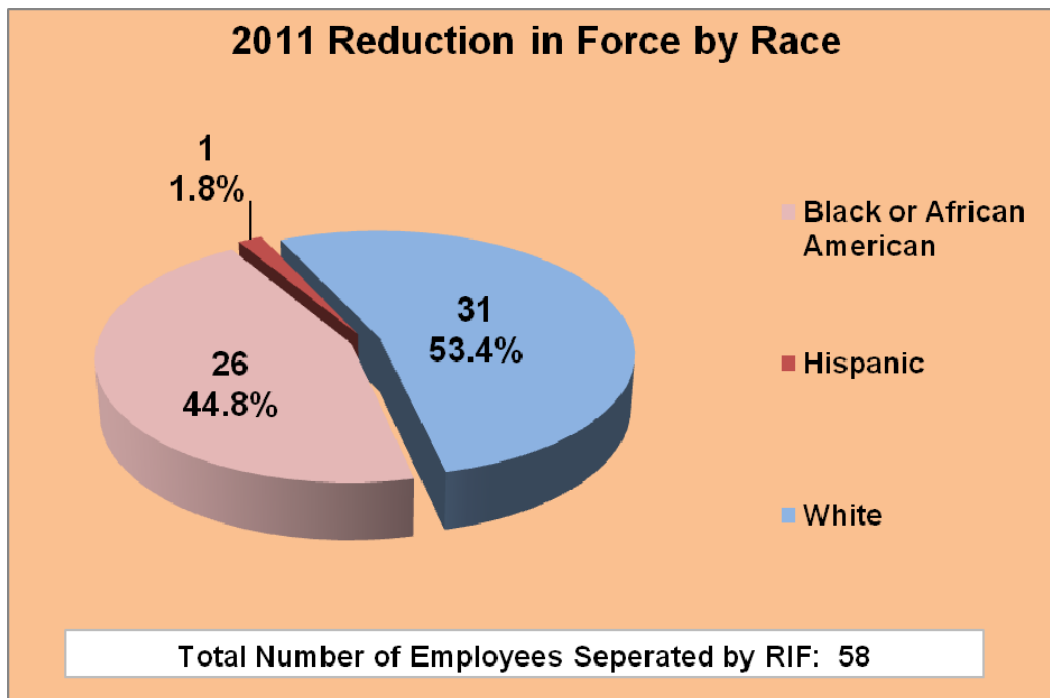
F. 2011 REDUCTION IN FORCE

In August 2011, Wayne executed a reduction in force (RIF) throughout all levels of the University. The RIF was preceded by period of voluntary retirement to allow those employees who were eligible to retire. Both the RIF and the retirements had an impact on the workforce at Wayne.

As shown in Chart 10 below, there are 58 individuals who were separated from the University. There were 31 White employees and 26 Black employees separated as a result of the RIF. As shown in Table 20, the highest number of employees were separated from the Clerical/Secretarial occupational category (57%). The next largest group of positions came from Other Professionals category (28%).

2011 Reduction in Force by Race

For calendar year 2011 (Chart 10)



2011 Reduction in Force – Minority and Women

As of 12/31/11 (Table 20)

Category	2011 Total	Black	Asian	Hispanic	Total Minorities	White	Women
Faculty	0	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Executive / Administrative / Managerial	7	1 14.3%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	2 28.6%
Other Professionals	16	4 25.0%	0 0.0%	0 0.0%	4 25.0%	12 75.0%	11 68.8%
Technical / Paraprofessional	1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%
Clerical / Secretarial	33	21 63.7%	0 0.0%	1 3.0%	22 66.7%	11 33.3%	31 93.9%
Skilled Crafts	1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%
Service / Maintenance	0	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Total	58	26 44.8%	0 0.0%	1 1.8%	27 46.6%	31 53.4%	44 75.9%

II. UNIVERSITY COMPLAINTS OF DISCRIMINATION AND HARASSMENT

The Office of Equal Opportunity (“OEO”) is responsible for investigating complaints arising under the University’s Non-Discrimination Policy and Sexual Harassment Statute. When contacted by a potential Complainant, the OEO first assesses whether the allegations fall within the scope of the Non-Discrimination or Sexual Harassment policies. If not, the OEO will refer the Complainant to the proper forum to address the issue, such as Human Resources, Labor Relations, the Ombudsperson or the Dean of Students Office. If the allegations fall within OEO’s jurisdiction, the OEO conducts an *initial inquiry* into the complaint. Initial inquiries are used to determine if there is sufficient factual support for the allegations to warrant a full investigation. In some cases, the initial inquiry itself resolves the matter.

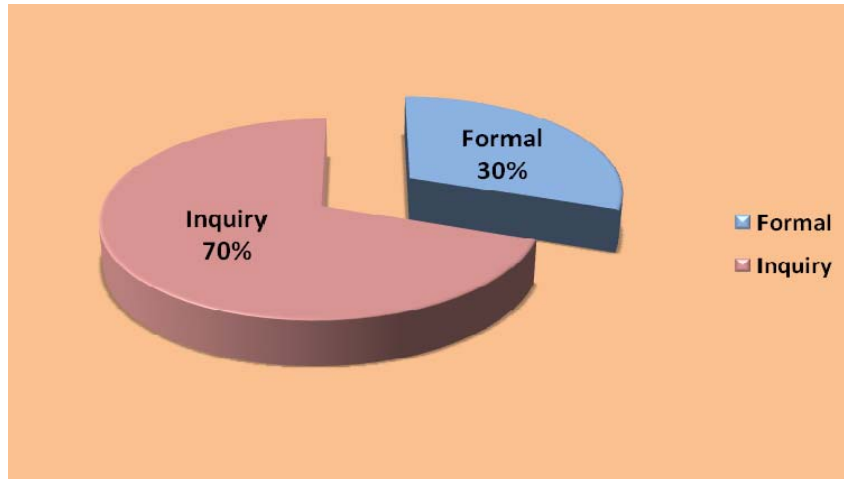
If the initial inquiry has merit, a *formal complaint* is initiated. Formal complaints are adjudicated by using the procedures expressed in University Policy 2005-03.

The OEO also serves as the university point of contact to complaints of discrimination and harassment brought to external agencies, such as the Michigan Department of Civil Rights (“MDCR”), the United States Equal Employment Opportunity Commission (“EEOC”), the United States Department of Education, Office of Civil Rights (“OCR”), and the Department of Labor, Office of Federal Contract Compliance Programs (“OFCCP”). For purposes of this report, such charges are included as “formal complaints.”

During the 2011 calendar year, the OEO received 23 initial inquiries, 10 of which became formal complaints. An additional 18 complaints were filed externally with governmental agencies, for a total of 28 formal complaints.

Comparison of Initial Inquiries vs. Formal Complaints

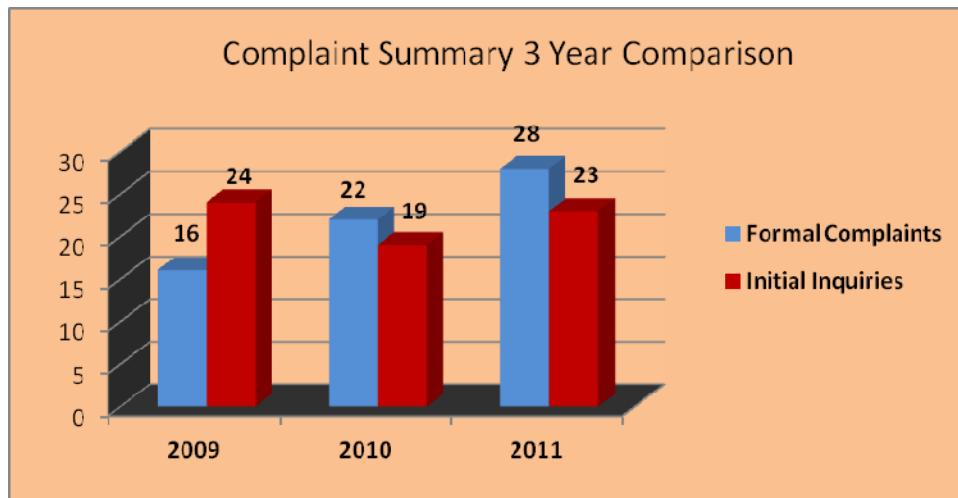
For calendar year 2011 – (Chart 12)



10 of the total 28 formal complaints filed in 2011 were closed without a finding of a University policy or statutory violation. There was a finding of “cause to believe a discriminatory act occurred” in one external complaint. This case was dismissed subsequently after referral to the U.S. Department of Justice. There was a finding of a violation of University policy in one internal complaint filed with the OEO in the previous year and closed in 2011.

Three-Year Initial Inquiries and Formal Complaint Activity Comparison

For calendar Year 2011 – (Chart 13)



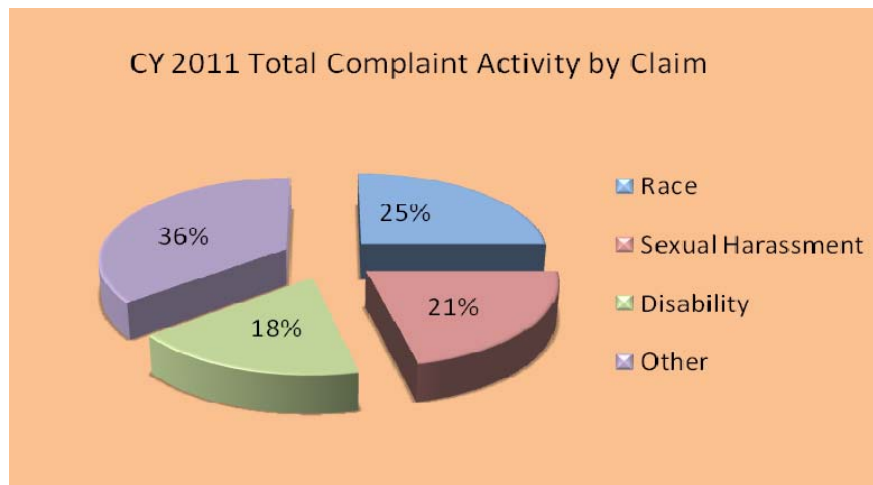
The 2011 data represents a 21% increase from 19 inquiries in 2010. As the number of inquiries increased, the number of formal complaints also increased from 22 to 28 in 2011, which reflects a 27% rise in the number of formal complaints.

Complaints are categorized by the primary type of discrimination claim made by the Complainant. Of the 28 total formal complaints received in the year 2011, 7 involved claims of race discrimination, 6 claims were based on sex, and 5 were based on disability. In addition, there were 3 retaliation complaints, 2 claims based on national origin, 1

religion complaint, 1 gender identification complaint, 1 equal pay and 2 age discrimination complaints filed in 2011. In 2010, the top three claims were race discrimination (8), disability (6), and sex (4).

Total Complaint Activity by Type of Claim

For calendar year 2011 – (Chart 14)



The OEO also categorizes complaints by the federal statute that includes each protected classification. In 2011, there was a decrease in disability claims being filed. In 2011, 67% of the complaints involved classifications protected by Title VII, 11% were protected under Age Discrimination in Employment Act (“ADEA”) and 22% by the Americans with Disabilities Act (“ADA”).

The OEO is proactive in matters of discrimination and harassment by working closely with Human Resources and Labor Relations. The OEO collaborates with these offices to design and implement employee education programs on a University-wide basis. Specific training about sexual harassment which emphasizes the duty of care owed by managers and supervisors and their role in taking proactive and preventative measures to ensure a workplace free from harassment and discrimination is offered. OEO also continues to provide customized training to departments and units upon request and as a remedial measure following a complaint.

III. WAYNE STATE UNIVERSITY SUPPLIER DIVERSITY PROGRAM

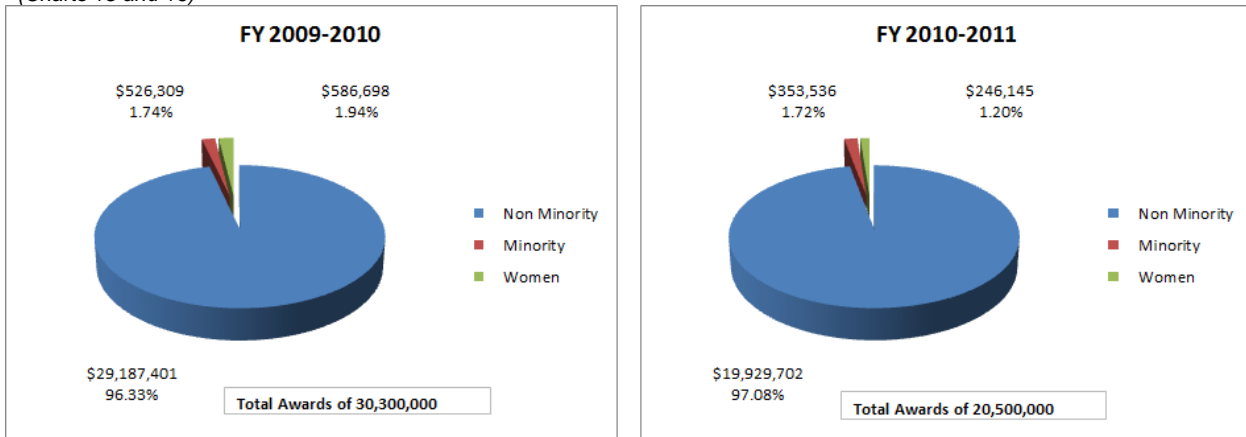
Through its Supplier Diversity Program, Wayne State University actively reaches out to minority, woman-owned, and physically challenged business enterprises (M/W/PCBE). The program provides outreach, mentoring, and networking opportunities, and in many cases has led to successful business relationships. We have undertaken a number of initiatives to build upon the program successes and to encourage greater participation of the minority, woman-owned and the physically challenged enterprises. These initiatives are described at the end of this section. Overall expenditures decreased by 2%.

A. CONSTRUCTION AND PROFESSIONAL SERVICE CONTRACTS RELATED TO CONSTRUCTION ⁸

Total dollars awarded for all construction and professional service contracts (primary and subcontracts) amounted to \$20.5 Million in FY 2010-11 compared to \$30.3 million in FY 2009-10. In FY 2010-11, \$354,000 was awarded to minority-owned construction businesses, compared to \$526,000 in FY 2009-10. Women-owned construction firms were awarded \$246,000 in FY 2010-11, compared to \$587,000 in FY 2009-10.

Comparison of Total Construction Contract Awards

(Charts 15 and 16)

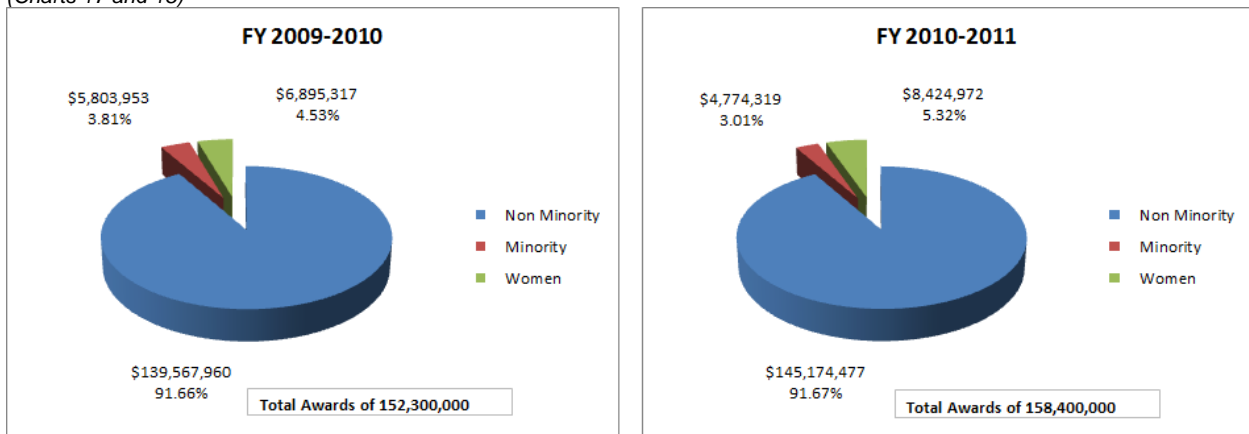


B. GENERAL PURCHASING (Goods and Services excluding construction)

Funds expended for general purchases of goods and services increased to \$158.4 million in FY2010-11 compared to \$152.3 million in FY2009-10. In FY 2010-11, \$4.8 million was awarded to minority-owned businesses, compared to \$5.8 million in FY 2009-10. Women-owned firms captured \$8.4 million in FY 2010-11, compared to \$6.9 million in FY 2009-10.

Comparison of Total General Purchasing Awards

(Charts 17 and 18)



⁸ Prior year has been restated to show more accurate information based on new reporting methods.

C. OUTSIDE COUNSEL FEES

Wayne State University made direct payments in outside counsel fees in the net amount of \$1,299,951 of which \$1,036,095, or 80%, supported patents, licenses and technology transfer and \$263,856 was for all other legal matters. Wayne also authorized payments to outside counsel through the Michigan University Self-Insurance Corporation (MUSIC) in the amount of \$381,992.

Direct payments in the amount of \$212,300 and MUSIC payments in the amount of \$24,061 were made to women and minority-owned law firms. Overall, women-owned firms were paid \$168,354 (13% of the total payments). Minority-owned firms were paid \$68,007 (5% of the total payments).

Minority Firms

Phifer & White handle nearly all of Wayne's personal injury work not done within this office, our landlord-tenant matters, and much of our worker's compensation cases. The firm of Albert Nelson, Jr. also handles worker's compensation cases. Lewis & Munday represent Wayne in litigation and complex real property transactions.

Women-owned Firms

Afaf Vicky Farah, a solo practitioner, does all of the university's immigration work. Two firms, Rohm & Monsanto and Jane Potter Law represent the university in patent matters. Nemeth Burwell represented the university in litigation.

D. INVESTMENTS, DEBT, and RISK UNIT

External Investment Management Firms

Of the fifteen external investment management firms contracted to manage University endowment funds, one is minority-owned. The endowment funds invested by the minority-owned firm in FY 2008-09 had a year-end value of \$28.1 million, or 12.6% of the total. In FY 2009-10, the minority-owned firm invested \$30.3 million, or 12.7% of the total. The value of the funds invested with the minority-owned firm increased by 8%.

Banking Relationships

First Independence Bank, a minority-owned bank, was used to process University Federal tax payments and the self insured health care plan vendor payments for the DMC-Preferred Provider Organization (PPO).

Debt Issues

Loop Capital Markets LLC and Siebert Brandford Shank & Co., LLC, minority-owned firms, served as bond underwriter co-managers on the \$112.4 million Series 2009A (tax-exempt) bond issue in October 2009 (FY2009-10). Siebert Brandford Shank & Co., LLC, served as a bond underwriter co-manager on the \$30.9 million, Series 2009B (tax-exempt) bond issue in December 2009 (FY2009-10).

E. OTHER SUPPLIER DIVERSITY PROGRAM INITIATIVES

Michigan Minority Supplier Development Council (MMSDC)

The MMSDC recognizes Wayne as a statewide leader for actively seeking out and extending business opportunities to the minority and women-owned business enterprise community. Wayne State University received the coveted MMSDC Corporation of the Year – Education Sector Award ten times since its inception in 1989, and is the leader of all educational institutions in earning this statewide recognition.

23rd Annual Minority Conference on Purchasing

On November 1, 2011, Wayne welcomed more than 120 minority-owned enterprises to this annual event. We brought together representatives from across the campus to meet with minority business owners offering a wide variety of goods and services such as construction, snow removal, consulting, and technical support. Representatives from the Computing and Information Technology, Facilities Planning and Management, Housing and Procurement units engaged in networking, information gathering and business-to-business referrals for the minority business owners in attendance. In addition to University representatives, other dialogue hosts included the Detroit Medical Center, and Henry Ford Health Systems.

Council of Supplier Diversity Professionals (CSDP)

Wayne is a member of the Council of Supplier Diversity Professionals, an organization established in 1988 that is devoted to sharing information, ideas, and issues relative to supplier diversity and to the growth and development of minority and women-owned businesses. Membership in this Council gives us access to directories, seminars, webinars and workshops that expand and enhance our relationships with minority owned business enterprises. Ken Doherty serves on its Board of Directors as the Technology chairperson.

NAWBO and CEED

Wayne's memberships in the Women's Business Enterprise Council - Great Lakes (WBEC-GL) and the Center for Empowerment and Economic Development (CEED) provide access to the strongest and most active women business owners networking groups. Through their training and certification programs, we connect with the most viable female owned companies.

The University participated in the 11th Annual Great Lakes Women's Business Conference event in October 2012 to meet women business owners and share information on how to do business with the University. These memberships reap a valuable return on our investments. Our expenditures with women owned companies have remained strong in 2011.

Small Business Workshops

The University has a strong presence in the small business community. Our goal is to educate small business owners on our policies and procedures in order to work more effectively with the University. In addition to hosting the Annual Minority Conference on Purchasing (November 2011), Wayne is actively engaged in a wide variety of conferences and workshops sponsored, such as the Michigan Minority Procurement Conference (May 2011), the Crain's Buy Michigan workshop (September 2011), the Detroit Regional Chamber Meet the Purchasers (November 2011), and the Procurement Technical Assistance Center (PTAC) Meet the Buyers (November 2011).

IV. HIGHLIGHTS OF OFFICE OF EQUAL OPPORTUNITY ACTIVITIES

The Office of Equal Opportunity is led by a Director and staffed by two Equal Opportunity Specialists. The professional staff is supported by an Administrative Assistant and a student assistant. In 2011, the OEO had no staff changes.

During 2011, OEO staff participated in local organizations, including the Michigan Diversity Leadership Council, and national conferences. Outreach efforts continued to promote a diverse environment. OEO continued to provide Faculty Search Committee Training to Colleges and Schools upon request. This training is designed to assist the Search Committees in preparing to search for qualified faculty from a diverse pool. This training also emphasizes the use of the On-line Hiring System in implementing an automated system to execute the hiring of academic staff and the updated technology for the Applicant/Hire process, as well as the OEO Faculty Hiring Plan forms, which require each division to evaluate their full-time faculty data and national availability statistics to demonstrate our efforts to seek diversity in our academic staff.

Training initiatives were continued throughout 2011. The OEO continued to provide training sessions on Sexual Harassment Prevention to both management-level personnel and other staff, in addition to Diversity Training through the Organization and Employee Development Office.

The OEO continues to serve as the ADA Title I Coordinator for Wayne. In this role, the OEO evaluates disability accommodation requests from employees, and serves as a resource regarding issues of accessibility on campus. The OEO Director also serves on the ADA Advisory Committee to address issues of accessibility at Wayne.

PROPOSAL 2

The "Michigan Civil Rights Initiative", commonly known as "Proposal 2", was a ballot initiative that became Michigan law on December 22, 2006. The ballot proposal amended the Michigan Constitution to become Article I, Section 26 to bar the use of "preferences" based on race, sex, color, ethnicity or national origin in public employment, contracting, or education. Wayne, Michigan, and Michigan State did not challenge the amendment itself, but asked the court for more time for implementation, which was unsuccessful.

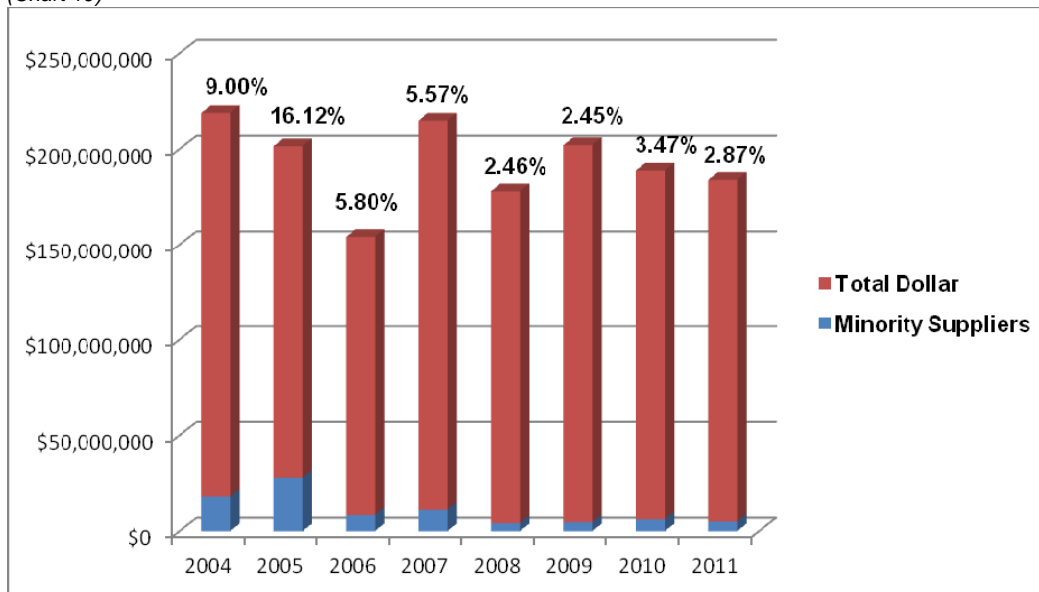
Following the adoption of Proposal 2 in 2006, Wayne, like other universities, conducted extensive reviews of our admissions, financial aid, gift, and contracting policies to ensure

compliance with the law. Proposal 2 does not prohibit Federal contractors from “action that must be taken to establish or maintain eligibility.” As a federal contractor, Wayne must comply with the affirmative action efforts in hiring set forth in Executive Order 11246. It is worth noting that as used in Executive Order 11246; “affirmative action” is a term of art similar to “equal opportunity” and does not have the scope traditionally attached to the term.

We continue to see an impact on supplier diversity as a result of Proposal 2. As shown in Chart 19 and Chart 20, there has been a decline in spending with minority suppliers and women suppliers. While the decline is, in part, attributable to other factors, it appears that Proposal 2 has had some impact on the supplier diversity at Wayne.

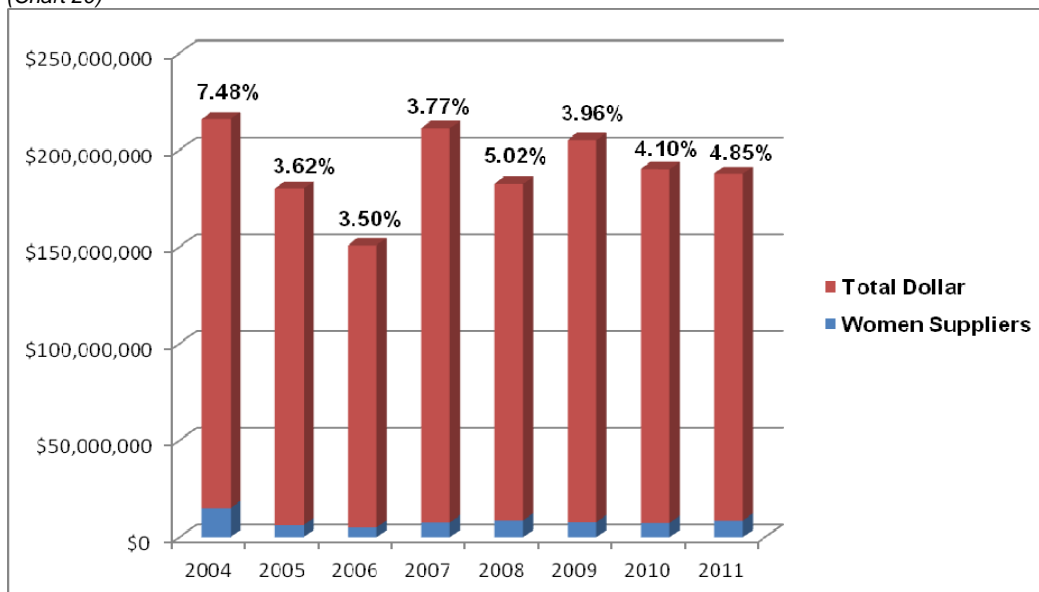
Spending with Minority Suppliers as a Percentage of Total Spending

(Chart 19)



Spending with Women Suppliers as a Percentage of Total Spending

(Chart 20)



APPENDICES

I. Definition of EEO Job Categories

- **Executive, Administrative and Managerial**

Persons whose assignments require *primary* and major responsibility for management of the institution, or a customarily recognized department or subdivision. Assignments require the performance of work directly related to management policies or general business operations of the institution department or subdivision, etc. Reported in this category are employees holding such positions as president, vice president, dean, director or the equivalent, as well as management employees such as associate and assistant deans, division and academic department heads (chairs), or the equivalent if their principal responsibilities are administrative in nature.

- **Faculty (Instruction / Research / Public Service)**

Persons whose principal responsibilities customarily are for the purpose of instruction, research or public service and who hold academic-rank titles of professor, associate professor, assistant professor, instructor, lecturer or the equivalent. Reported in this category are deans, directors or the equivalent, as well as associate deans, assistant deans and executive officers of academic departments (chairs, heads, or the equivalent). This definition does not include student teaching or research assistants or medical interns or residents.

- **Other Professionals (Support / Service)**

Persons employed for the primary purpose of performing academic support, student service and institutional support activities, and whose assignments would require either college graduation or experience that would provide a comparable background. Includes positions such as librarians, accountants, personnel professionals, counselors, systems analysts, coaches and assistant general counsel.

- **Clerical / Secretarial**

Includes administrative support occupations, including all clerical-type work regardless of level of difficulty, where the activities are predominately non-manual, though some manual work not directly involved with altering or transporting the products is included.

- **Technical / Paraprofessional**

Persons whose assignments require special knowledge or skills that may be acquired through experience or academic work as offered in many two-year technical institutions and junior colleges, or through equivalent on-the-job training. Includes computer programmers and operators, drafters, engineering aides, junior engineers, mathematical aides, licensed practical or vocational nurses, dietitians, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical sciences), and similar occupational-activity categories that are institutionally defined as technical assignments.

- **Skilled Trades / Crafts**

Persons whose assignments typically require special manual skills, and a thorough and comprehensive knowledge of the processes involved in the work, as acquired through on-the-job training and experience, or through apprenticeship or other formal training programs. Includes mechanical operators and repairers, electricians, stationary engineers, skilled machinists, carpenters, compositors and typesetters, and upholsterers.

- **Service / Maintenance**

Persons whose assignments require limited degrees of previously acquired skills and knowledge. Persons who perform duties that result in or contribute to the comfort, convenience and hygiene of personnel and students, or that contribute to the upkeep and care of buildings, facilities or grounds of the institution. Includes chauffeurs, laundry and dry-cleaning operators, cafeteria and restaurant workers, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundskeepers, refuse collectors, construction laborers and security personnel.

II. Responsibility for Affirmative Action

Wayne State University's President has overall responsibility for implementation of the Wayne State University Affirmative Action/Equal Opportunity Program. Wayne has assigned primary management responsibility and accountability for ensuring full compliance with the program to the Office of Equal Opportunity, which reports to the Vice President and General Counsel. The Director of Equal Opportunity has the authority and resources, as well as the support of and access to the executive management, to ensure effective implementation of the Affirmative Action Program. The President actively supports the program and provides assistance whenever needed, making managers and supervisors aware of the program and requesting their cooperation and assistance.

Office of Equal Opportunity is responsible for the following:

- Developing policy statements, Affirmative Action Plan programs, methods, and internal and external communication techniques. Policies and procedures will continue to be developed to ensure an efficient and positive interaction between the Office of Equal Opportunity and managers charged with hiring staff.
- Assisting management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and equal employment opportunity ("EEO") policies and procedures.
- Designing and implementing monitoring and reporting methods to measure the effectiveness of Wayne's program; to indicate need for remedial action; and to determine the degree to which Wayne's goals and objectives are being met.
- Providing management a working understanding of the goals and objectives in Wayne's Affirmative Action Plan.
- Meeting with managers, supervisors, and employees to assure that Wayne's EEO policies are being followed.

- Acting as a liaison between Wayne and enforcement agencies.
- Acting as a liaison between Wayne and appropriate minority and women's organizations and community action groups concerned with employment opportunities for minorities and women.
- Supporting contact between Wayne and predominately female and minority high schools, colleges, and technical schools in the area as needed.
- Keeping management informed of developments in the EEO and affirmative action field.
- Conducting a periodic audit to ensure that Wayne complies in the following ways:
 - Making sure EEO posters are properly displayed.
 - Making sure that all University employees have the opportunity and are encouraged to participate in University-sponsored educational, training, recreational and social activities.

III. Definition of Terms

Black: A person having origins in any of the black racial groups of Africa, but not Hispanic.

Asian or Pacific Islander: A person having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Native American or Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

Caucasian or White: A person who is not included in any of the four ethnic identifications listed above.

Disability: Defined by both state and federal law. Generally, refers to a person who has a physical or mental impairment that substantially limits one or more major life activities, or has a record of such impairment, or is regarded as having such impairment.

Americans with Disabilities Act:

In the first instance, disability status is self-identified by faculty, staff and students.

IV. Academic Classifications

Professor: Includes full professor, distinguished professor, visiting professor, university professor, and professor (clinical), professor (research).

Associate Professor: Includes visiting associate professor, associate professor (clinical), associate professor (research).

Assistant Professor: Includes visiting assistant professor, assistant professor (clinical), assistant professor (research).

V. Other Employee Definitions

Full-time Employee: Academic staff and non-academic employees whose assignments add up to a full-time equivalency ("FTE") of 1.0.

Full-time Faculty: Faculty whose assignments are tenure or non-tenure system with a FTE of .50 or above.

Tenure-System Faculty: Faculty appointed to the tenure-system or granted tenure by Board of Governors Statute. Faculty in the tenure-system may hold an academic rank of Professor, Associate Professor and Assistant Professor.

Fractional-time Employee: Academic and non-academic employees whose assignments add up to a FTE of 0.50 to 0.99.

Casual or Part-time Employee: Academic and non-academic employees whose assignments add up to 0.49 or less assignments add up to 0.49 or less.

VI. 2010 Data Tables

2010 Total Full Time Academic and Non Academic Employee Headcount

As of 12/31/10 - Table 21

Category	2010 Total	Black	Asian / Pacific Islander	Hispanic	Native American	2 or More Races	Total Minorities	Women
Faculty	1,816	123 6.8%	365 20.1%	44 2.4%	3 0.2%	0 0.0%	535 29.5%	699 38.5%
Executive / Administrative / Managerial	246	49 19.9%	9 3.7%	2 0.8%	1 0.4%	0 0.0%	61 24.8%	112 45.5%
Other Professionals	2,129	478 22.5%	366 17.2%	56 2.6%	3 0.1%	5 0.2%	908 42.6%	1,297 60.9%
Technical / Paraprofessional	73	12 16.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	12 16.4%	32 43.8%
Clerical / Secretarial	505	325 64.4%	7 1.4%	13 2.6%	3 0.6%	2 0.4%	350 69.3%	441 87.3%
Skilled Crafts	116	33 28.4%	2 1.7%	1 0.9%	0 0.0%	0 0.0%	36 31.0%	4 3.4%
Service / Maintenance	307	231 75.2%	2 0.7%	13 4.2%	2 0.7%	0 0.0%	248 80.8%	120 39.1%
Total	5,192	1,251 24.1%	751 14.5%	129 2.5%	12 0.2%	7 0.1%	2,150 41.4%	2,705 52.1%

2010 Full Time Faculty - Tenure and Non-Tenure System

As of 12/31/10 - Table 22

Rank	2010 Faculty Total	Black	Asian / Pacific Islander	Hispanic	Native American	Total Minority	Women
Tenure System	1,043	56	212	31	1	300	318
		5.4%	20.3%	3.0%	0.1%	28.8%	30.5%
Non-Tenure System	773	67	153	13	2	235	381
		8.7%	19.8%	1.7%	0.3%	30.4%	49.3%
Total	1,816	123	365	44	3	535	699
		6.8%	20.1%	2.4%	0.2%	29.5%	38.5%

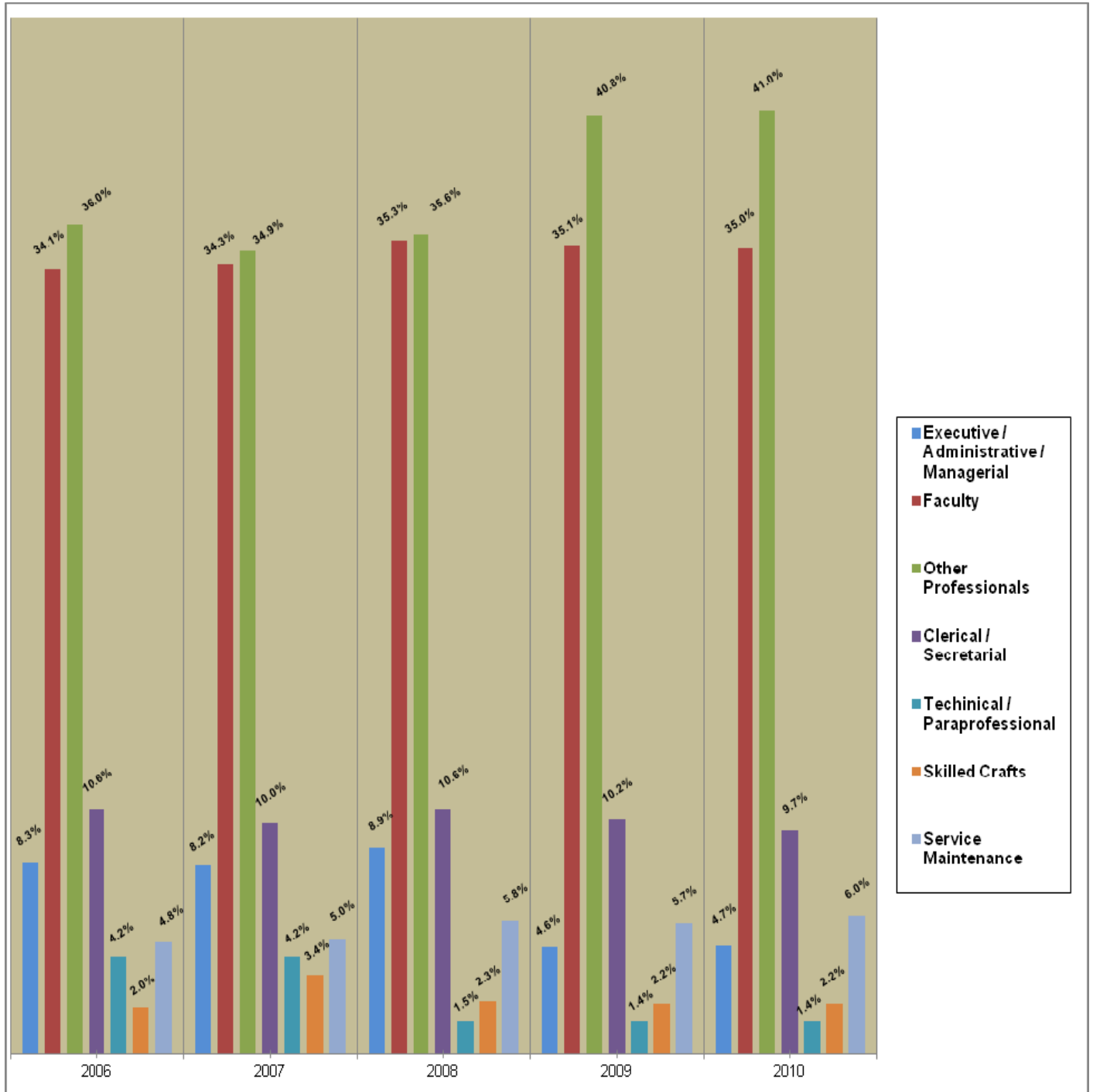
2010 Total Tenure System Faculty by Rank

As of 12/31/10- Table 23

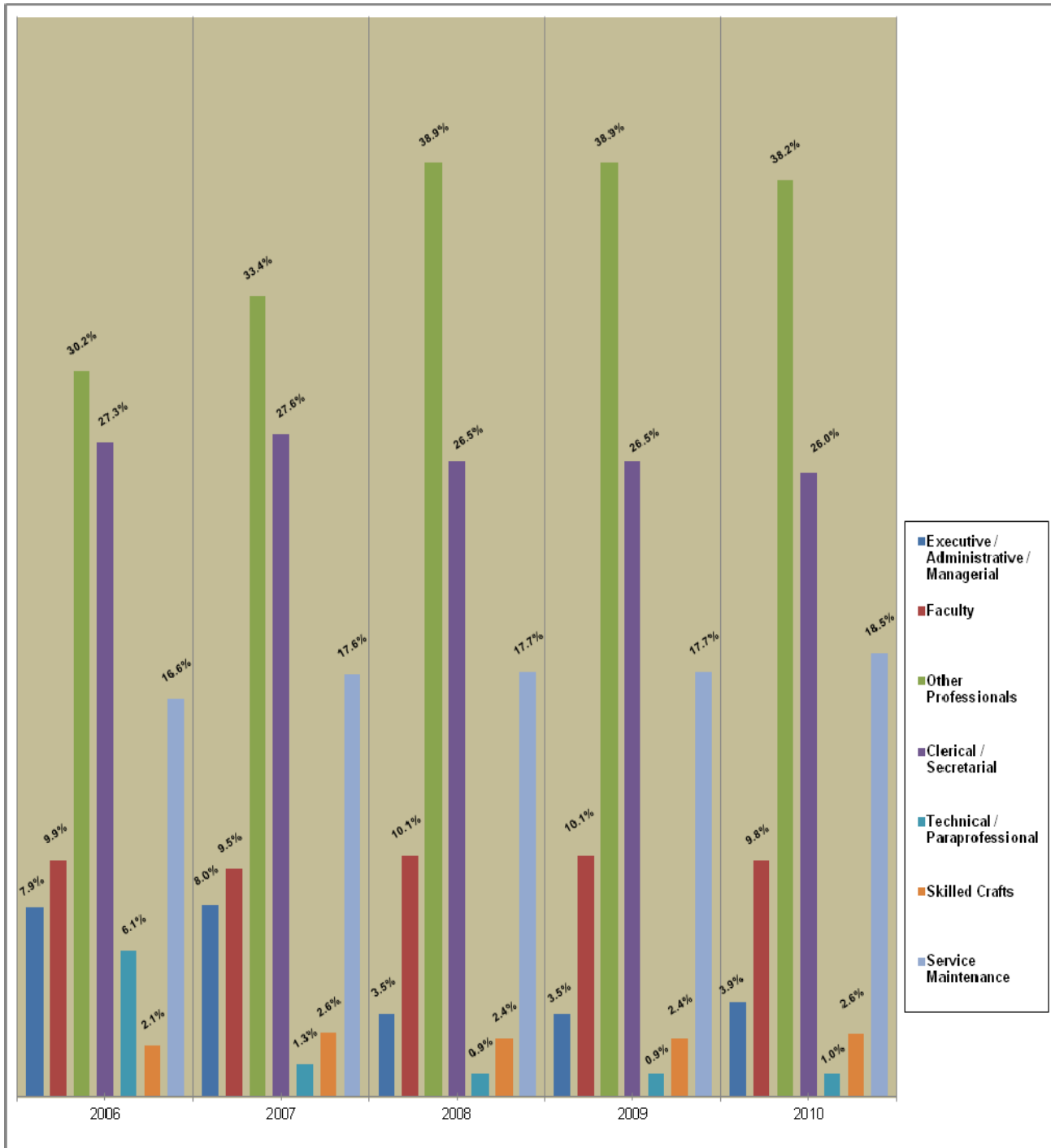
Rank	2010 Faculty Total	Black	Asian / Pacific Islander	Hispanic	Native American	Total Minority	Women
Professor	450	13 2.9%	86 19.4%	8 1.8%	0 0.0%	107 23.8%	86 19.1%
Associate Professor	330	18 5.5%	60 18.2%	11 3.3%	0 0.0%	89 27.0%	121 36.7%
Assistant Professor	263	25 9.5%	66 25.1%	12 4.6%	1 0.4%	104 39.5%	111 42.2%
Total	1,043	56 5.4%	212 20.3%	31 3.0%	1 0.1%	300 28.8%	318 30.5%

VII. Five Year Comparison Graphs – 2006-2010

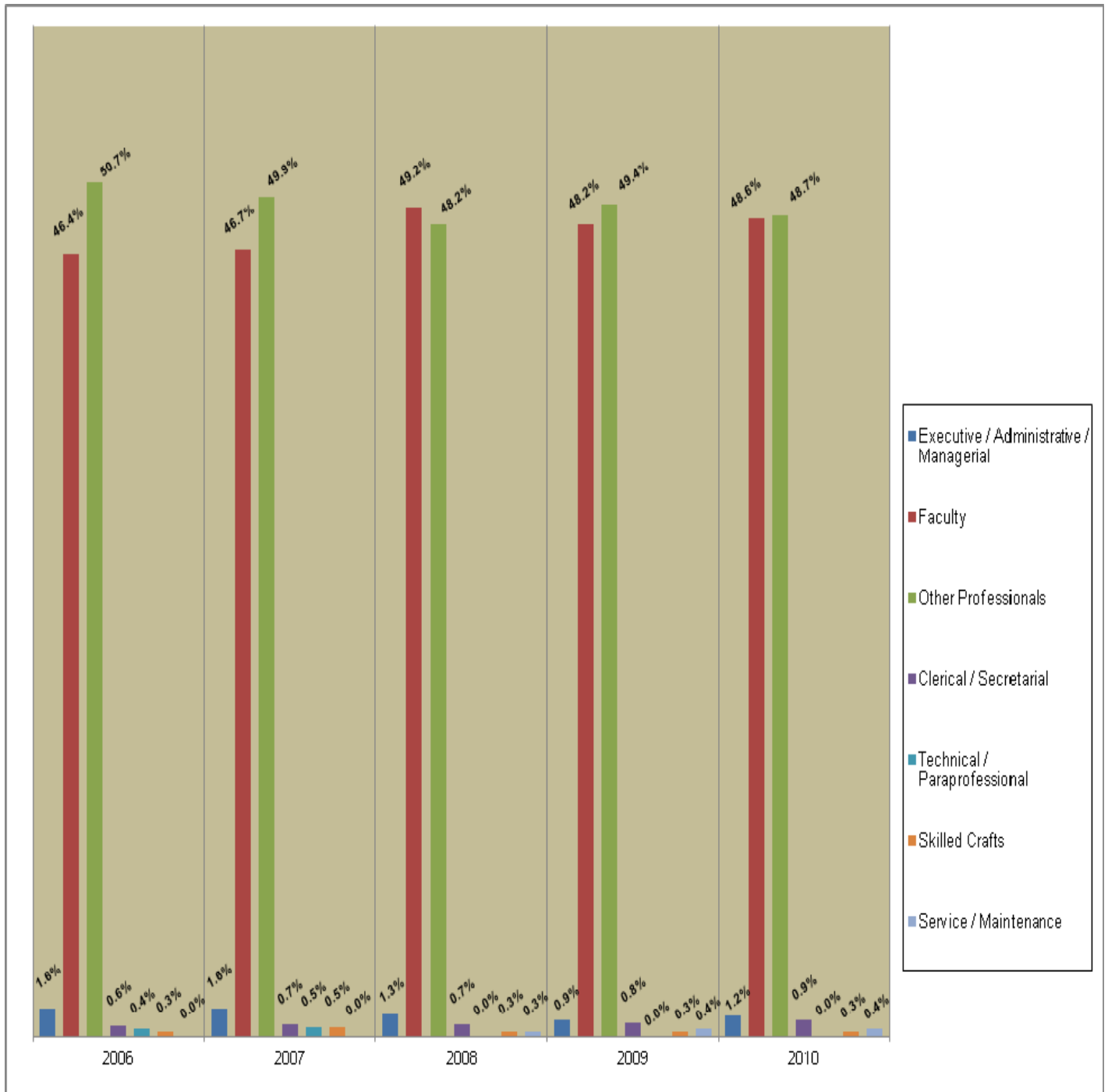
Total Employee Headcount by EEO Category – Academic and Non-Academic Full Time



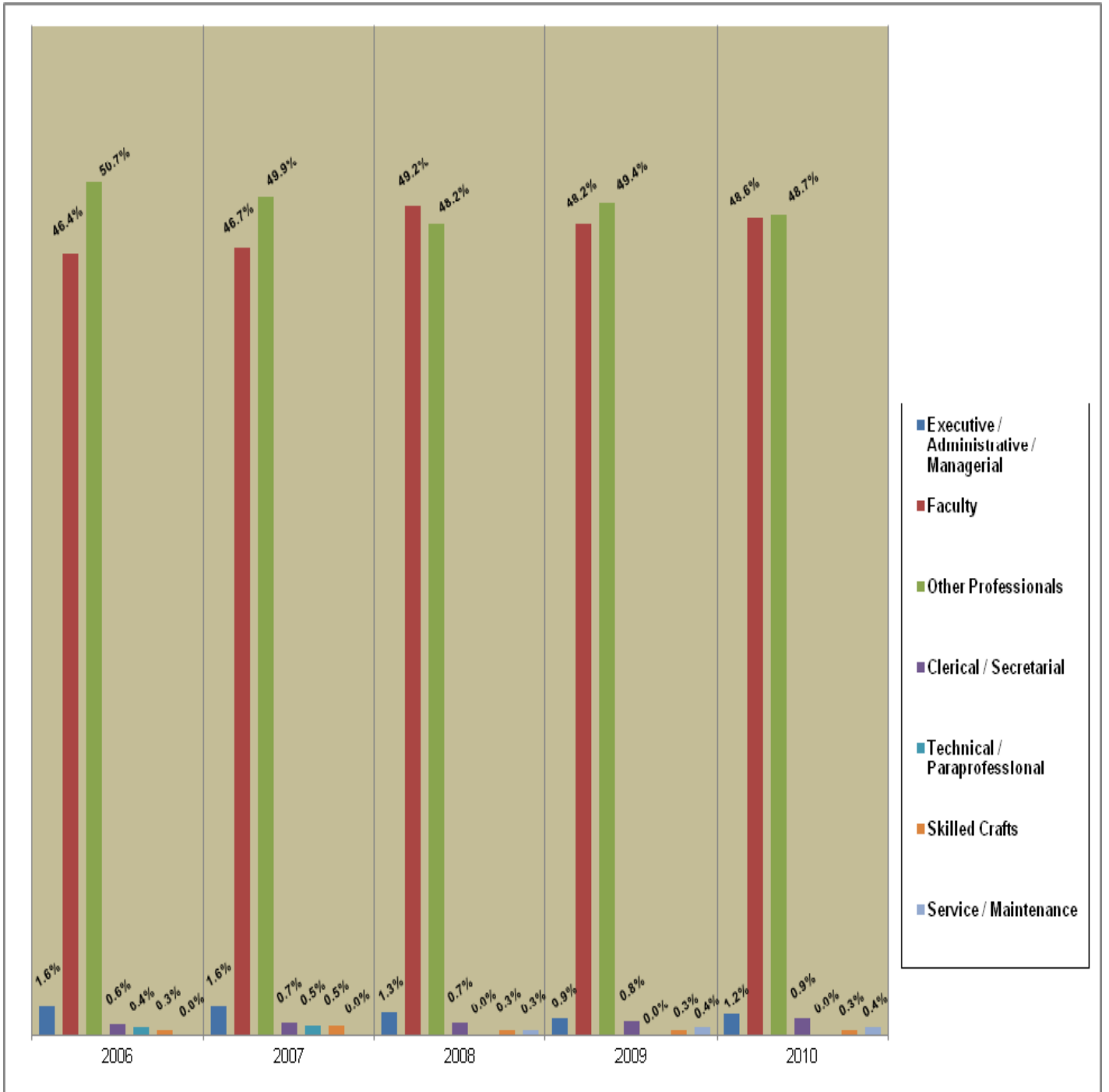
Black Full Time Employee Headcount by EEO Category – Academic and Non-Academic Full Time



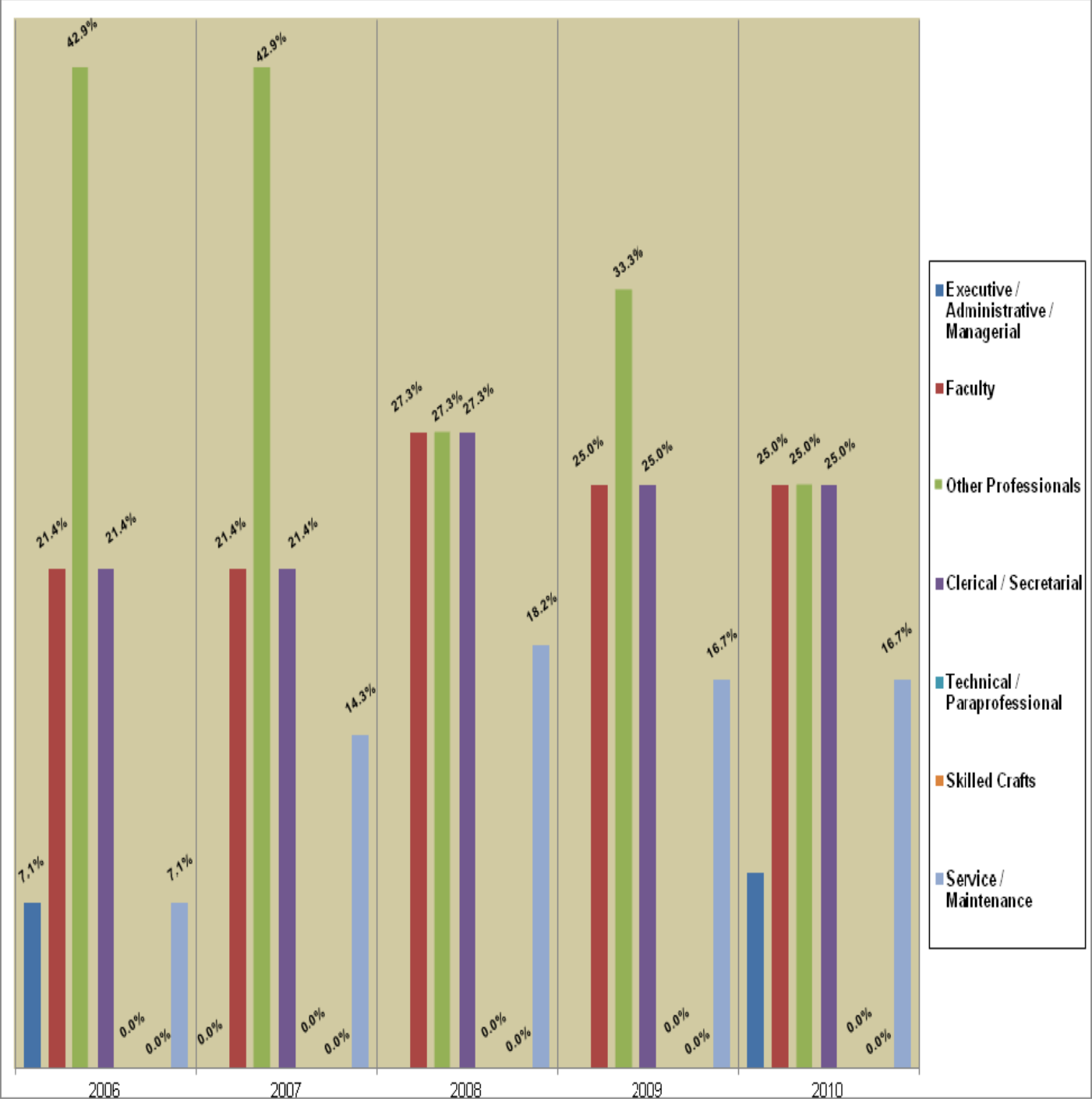
Asian Full Time Employee Headcount by EEO Category – Academic and Non-Academic Full Time



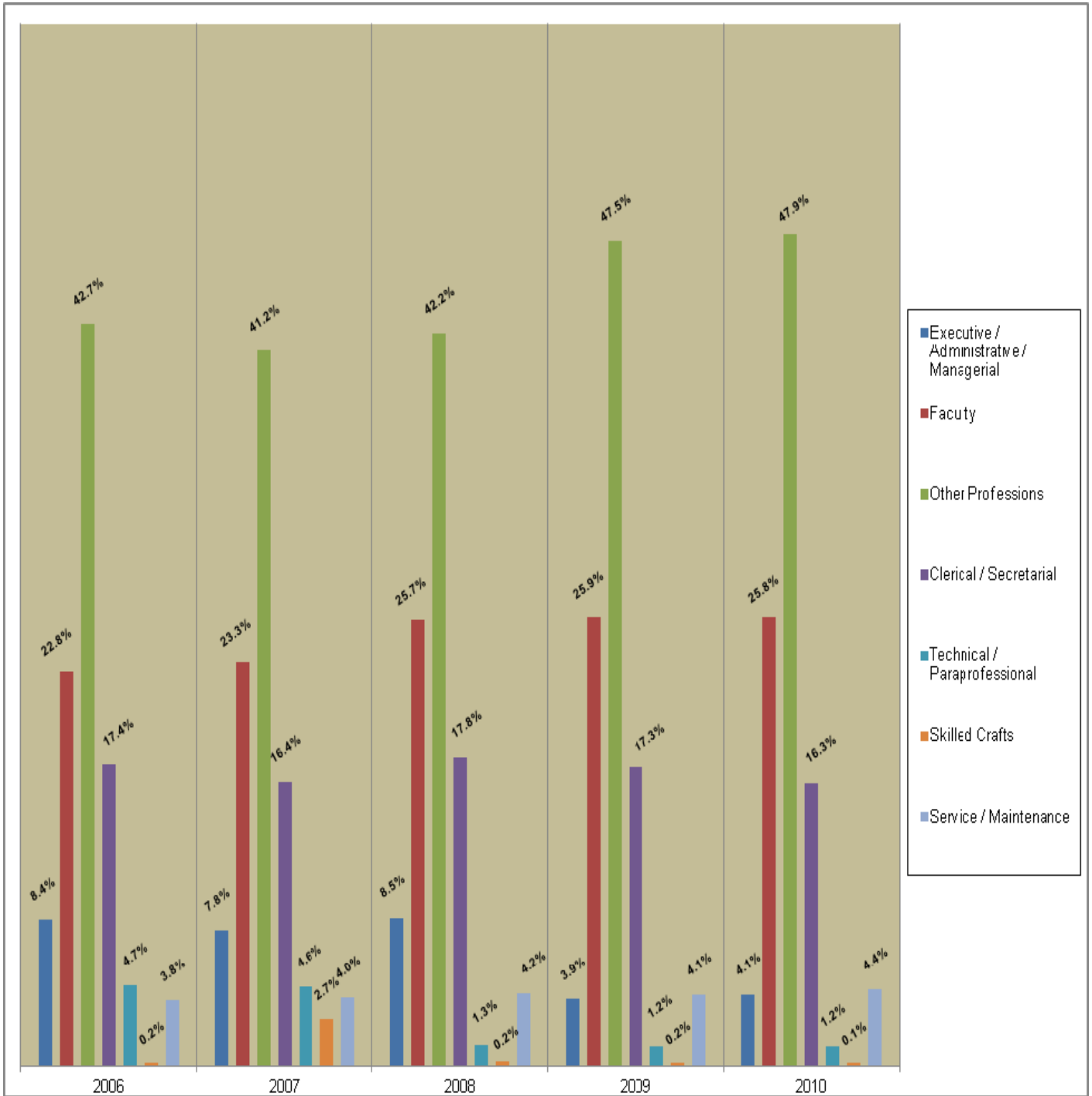
Hispanic Full Time Employee Headcount by EEO Category – Academic and Non-Academic Full Time



**Native American Full Time Employee Headcount by EEO Category –
Academic and Non-Academic Full Time**



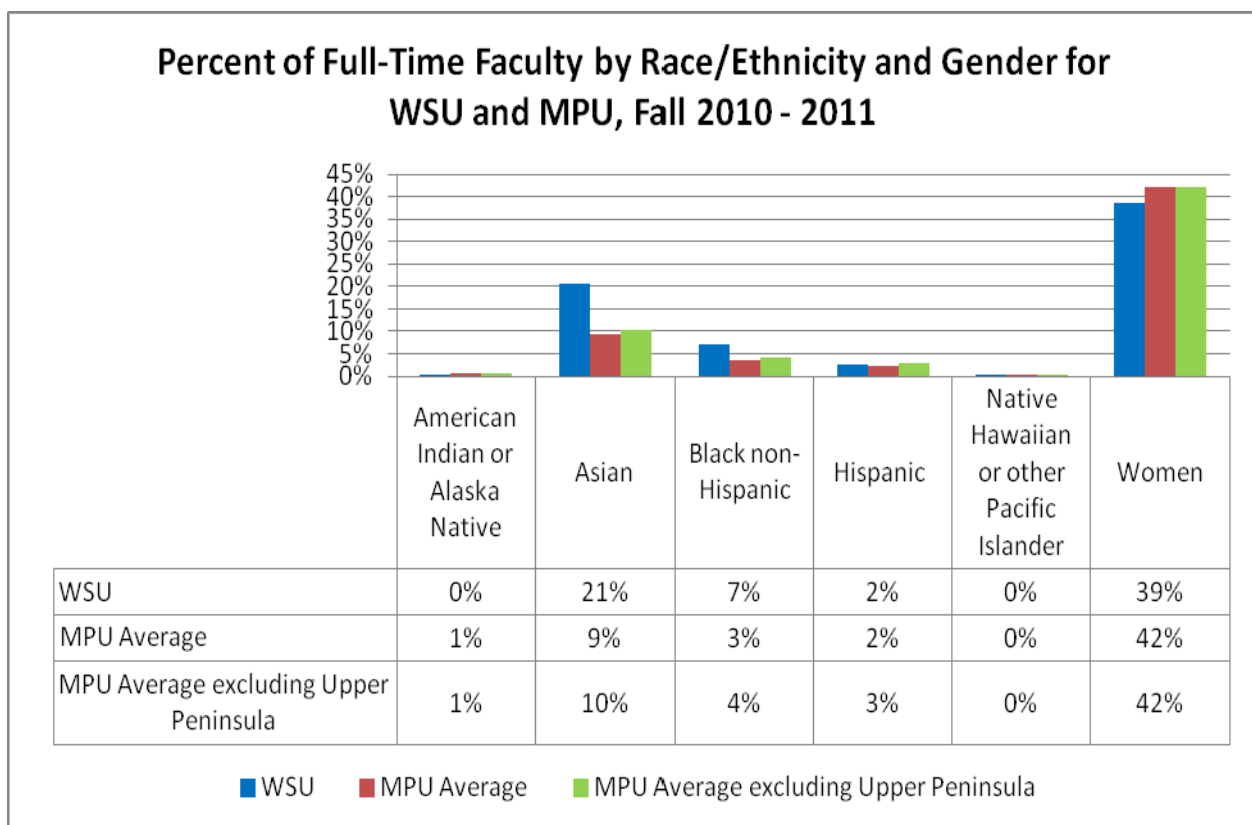
Women Full Time Employee Headcount by EEO Category – Academic and Non-Academic Full Time



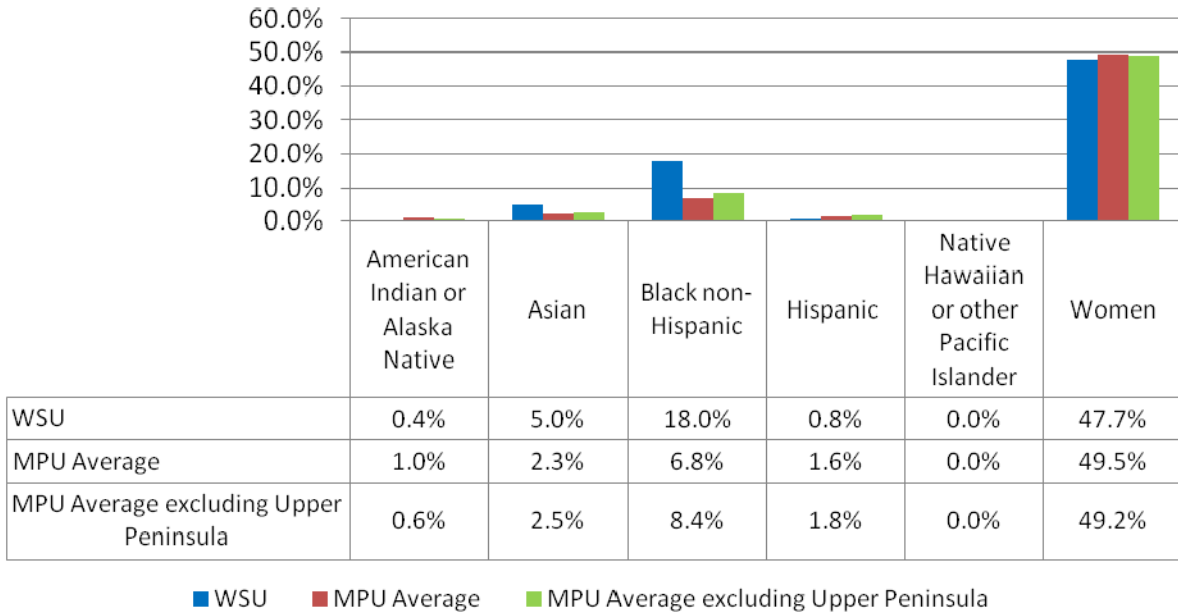
VIII. Comparison by Occupational Category

Here, we provide an additional series of charts that set forth the percentage of employees in each of the following defined occupational categories: Faculty, Executive/Administrative, Managerial, Other Professionals, Technical and Paraprofessionals, Clerical and Secretarial, Skilled Crafts, and Service/Maintenance. The charts for the Michigan Public Universities present three areas for comparison: (1) the Wayne percentage, (2) the average for all Michigan Public Universities, and (3) the average for the Michigan Public Universities, excluding those institutions in the Upper Peninsula. The reason for this exclusion in the third area is to account for the difference in population demographics for these distinct regions of the state. The charts for the national peer institutions present a comparison of Wayne against the average for all peer institutions.

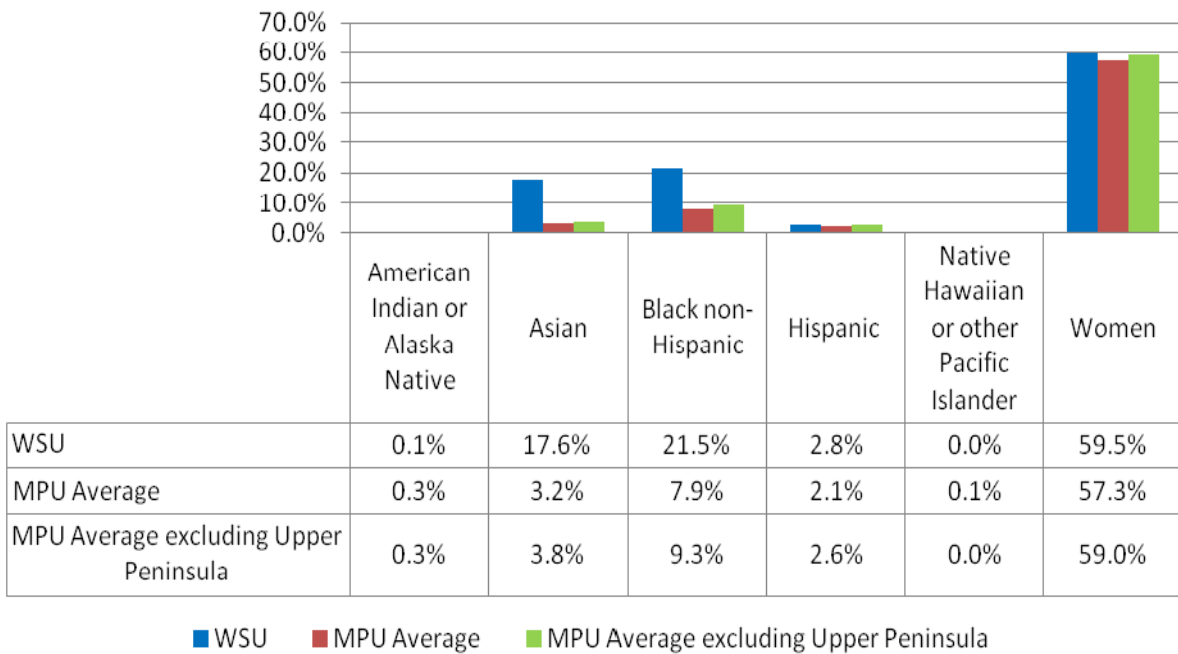
Michigan Public Universities



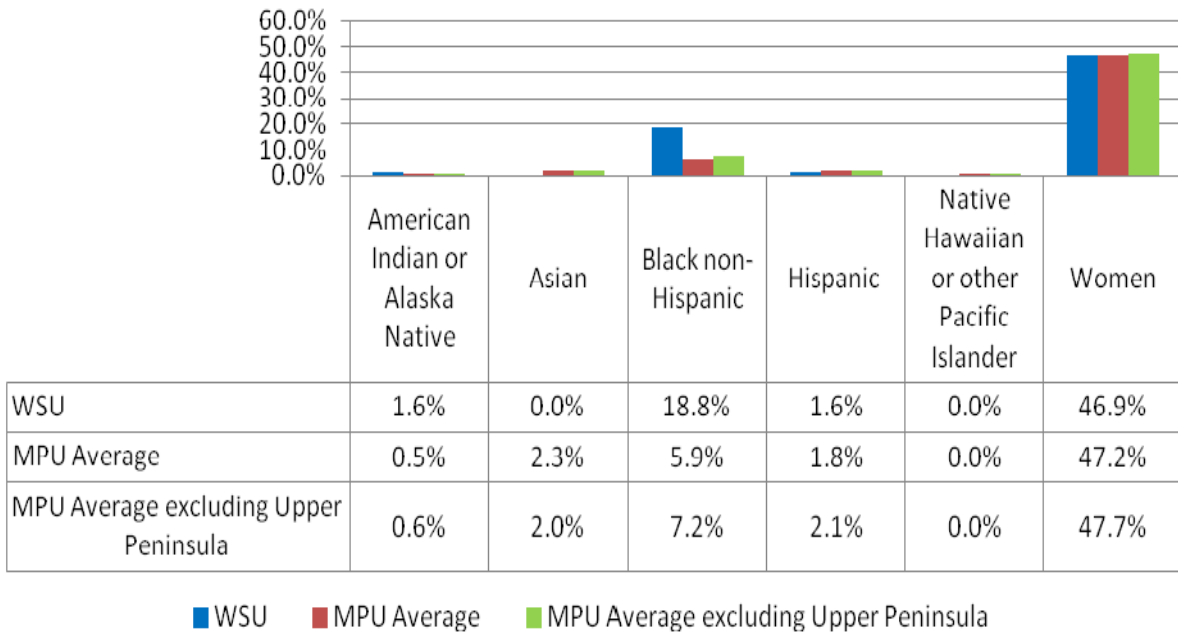
**Percent of Full-Time Executive Administrative and Managerial
by Race/Ethnicity and Gender for WSU and MPU, Fall 2010 -
2011**



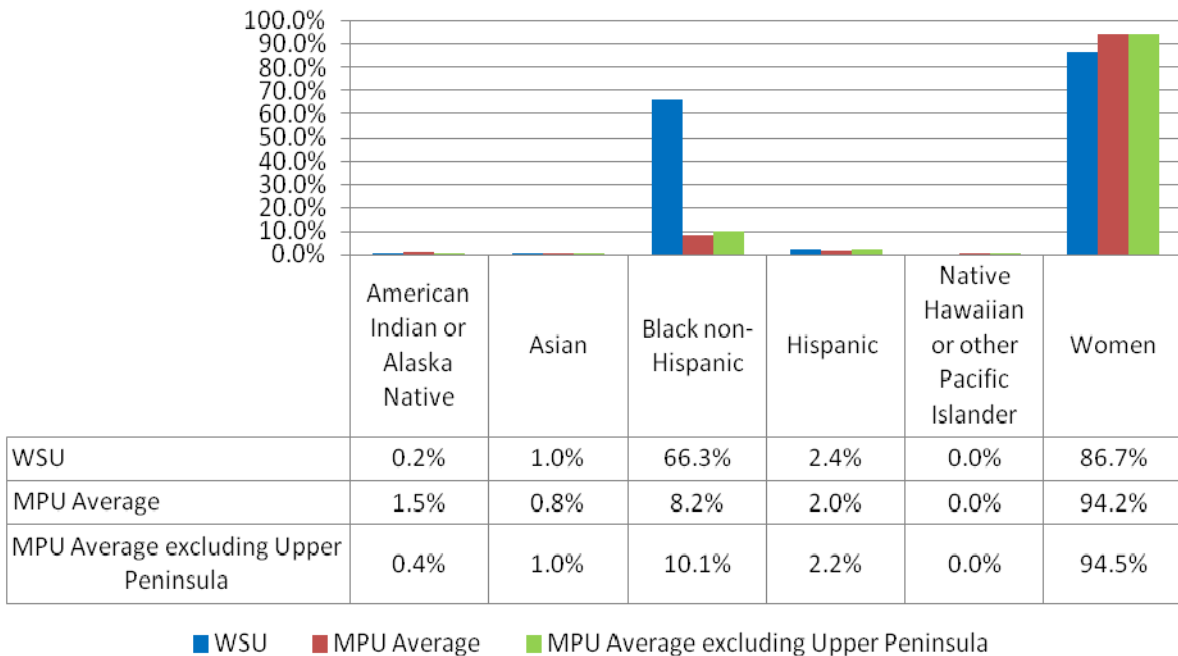
**Percent of Full-Time Other Professionals by Race/Ethnicity and
Gender for WSU and MPU, Fall 2010 - 2011**



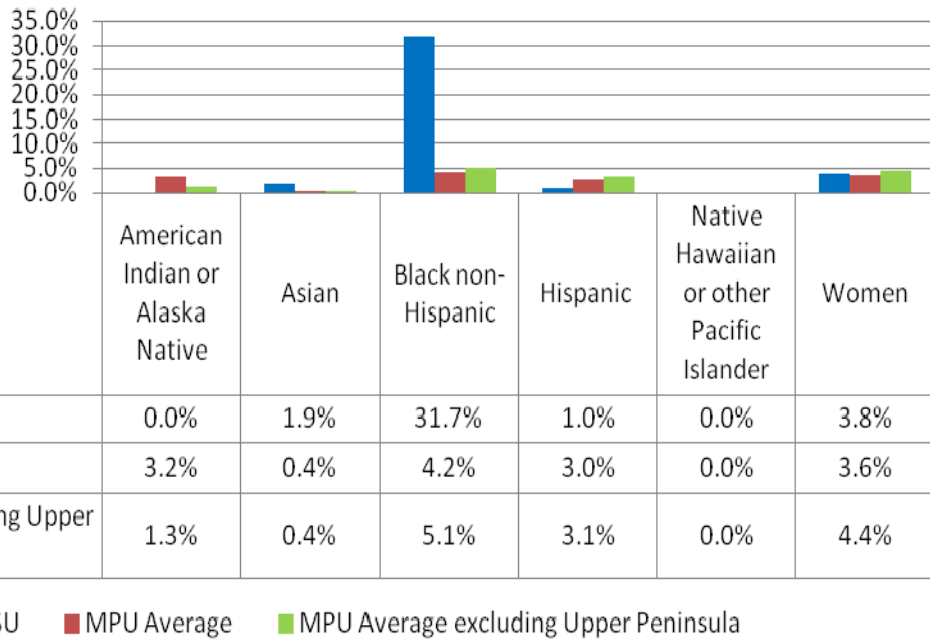
Percent of Full-Time Technical and Paraprofessionals by Race/Ethnicity and Gender for WSU and MPU, Fall 2010 - 2011



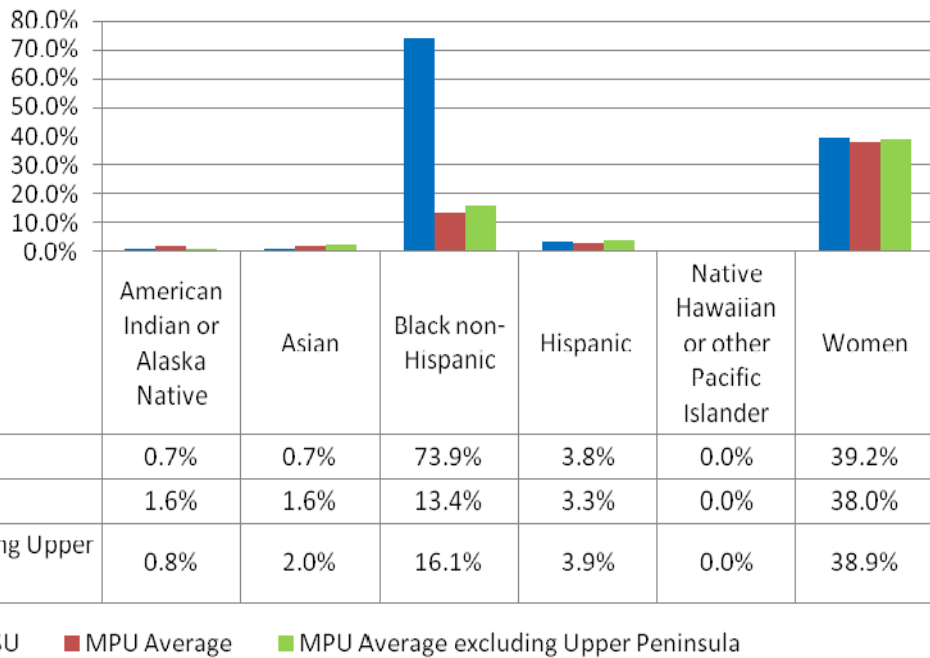
Percent of Full-Time Clerical and Secretarial by Race/Ethnicity and Gender for WSU and MPU, Fall 2010 - 2011



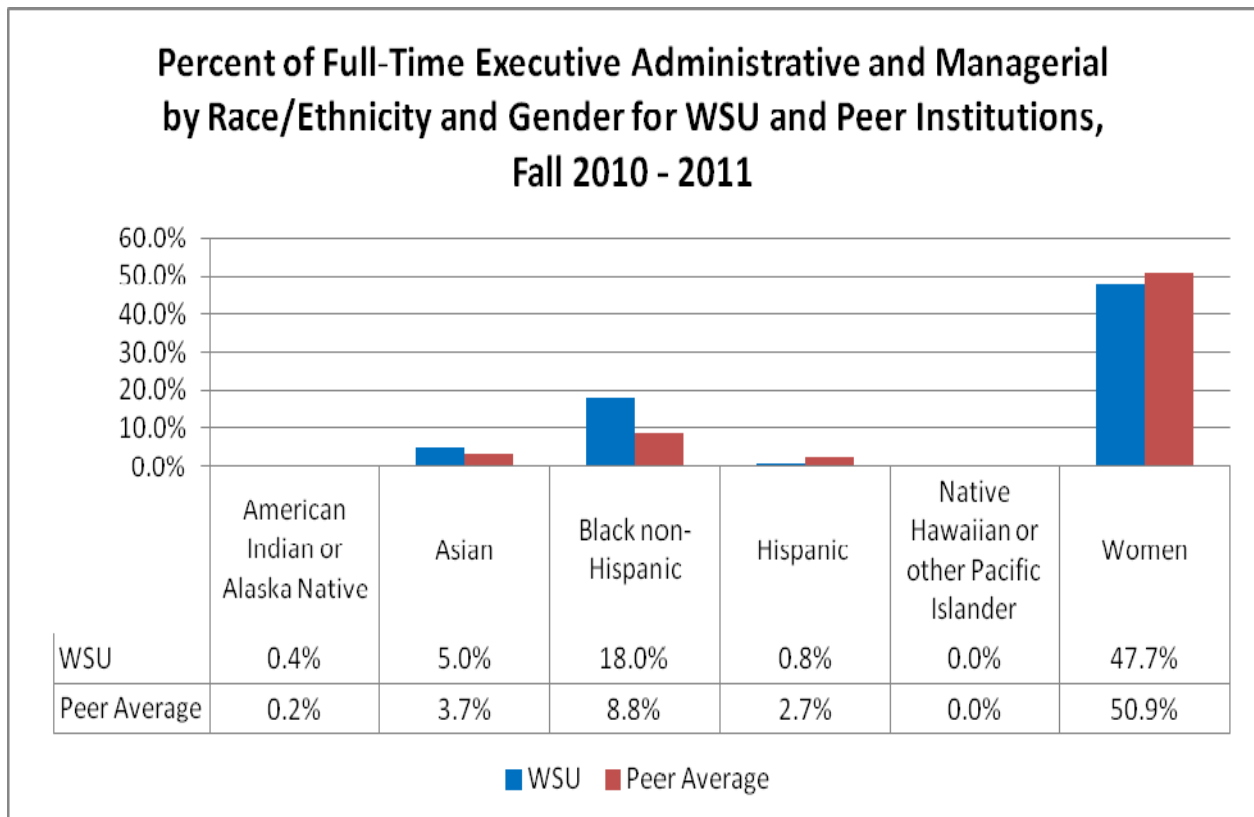
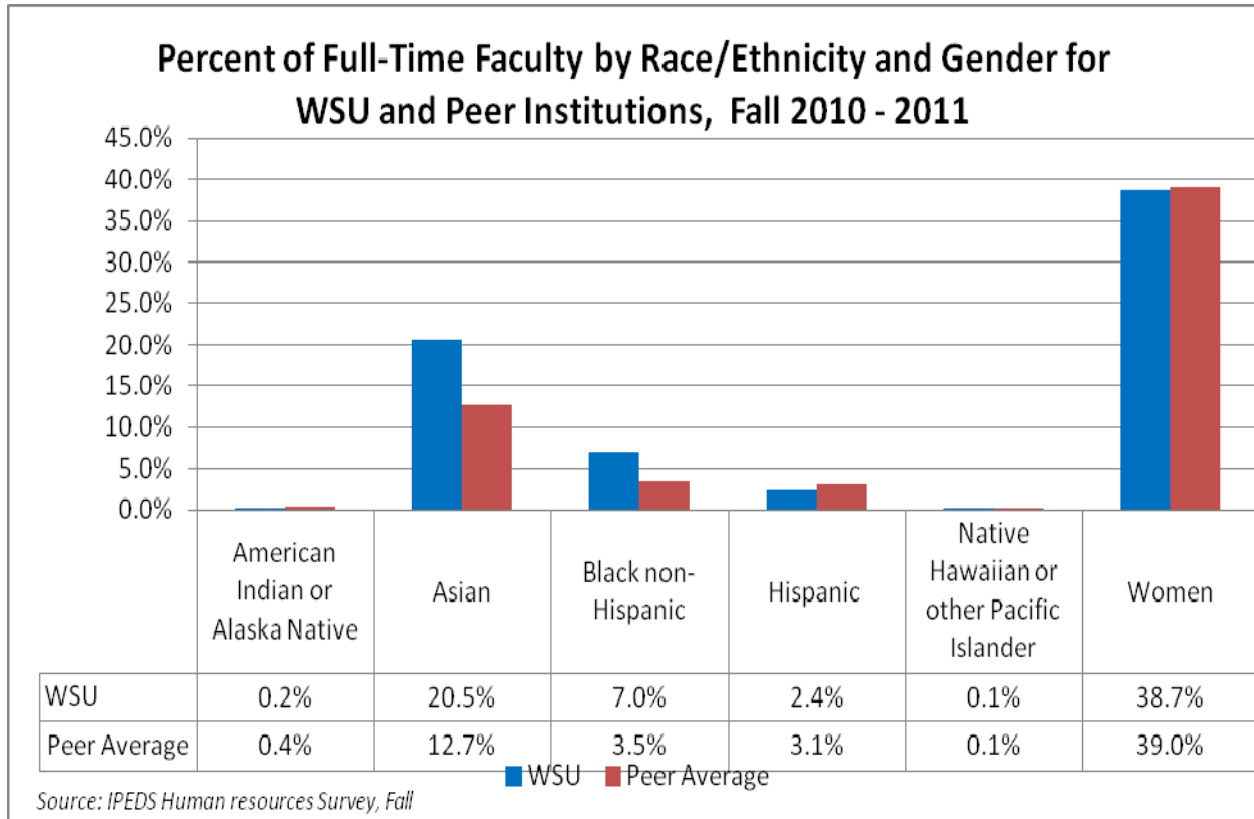
Percent of Full-Time Skilled Crafts by Race/Ethnicity and Gender for WSU and MPU, Fall 2010 - 2011



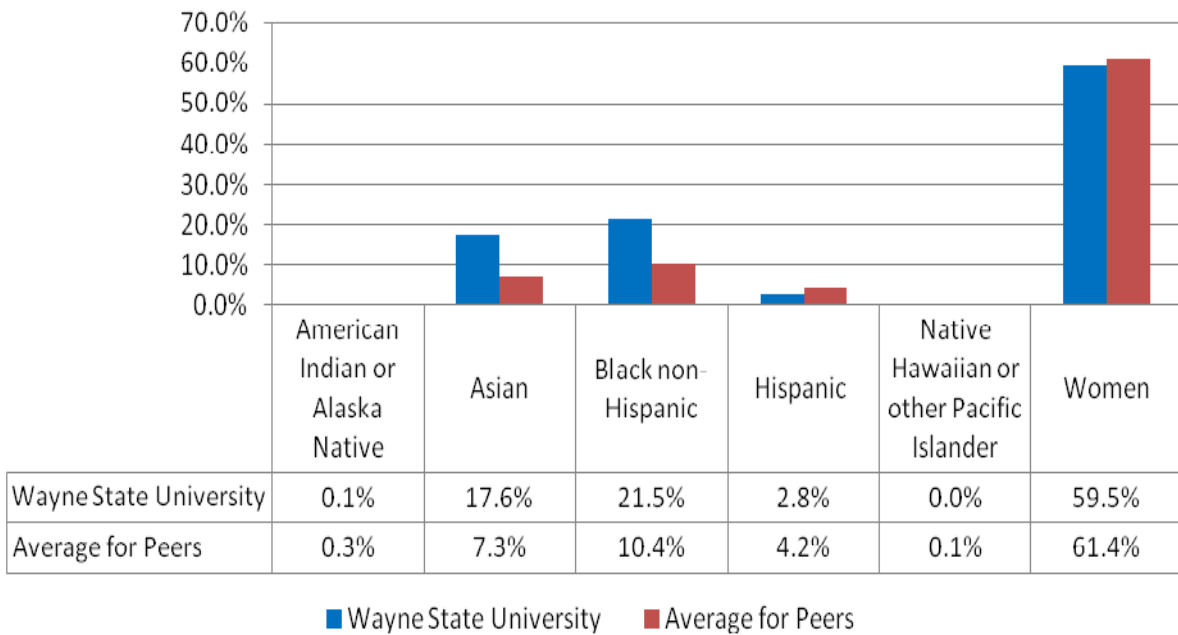
Percent of Full-Time Service Maintenance by Race/Ethnicity and Gender for WSU and MPU, Fall 2010 - 2011



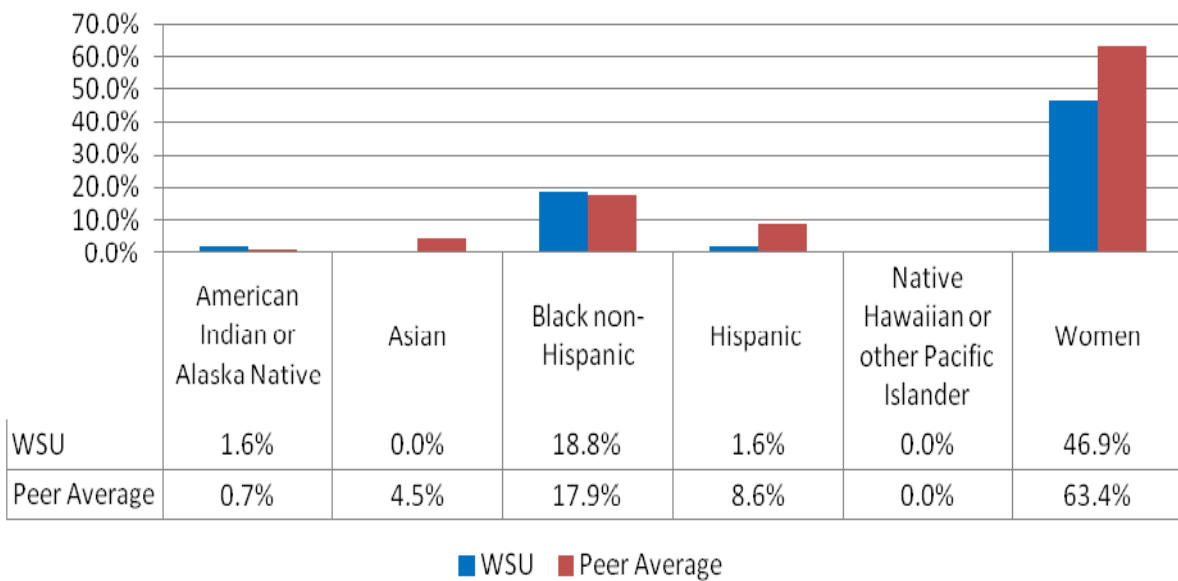
15 Peer Institutions



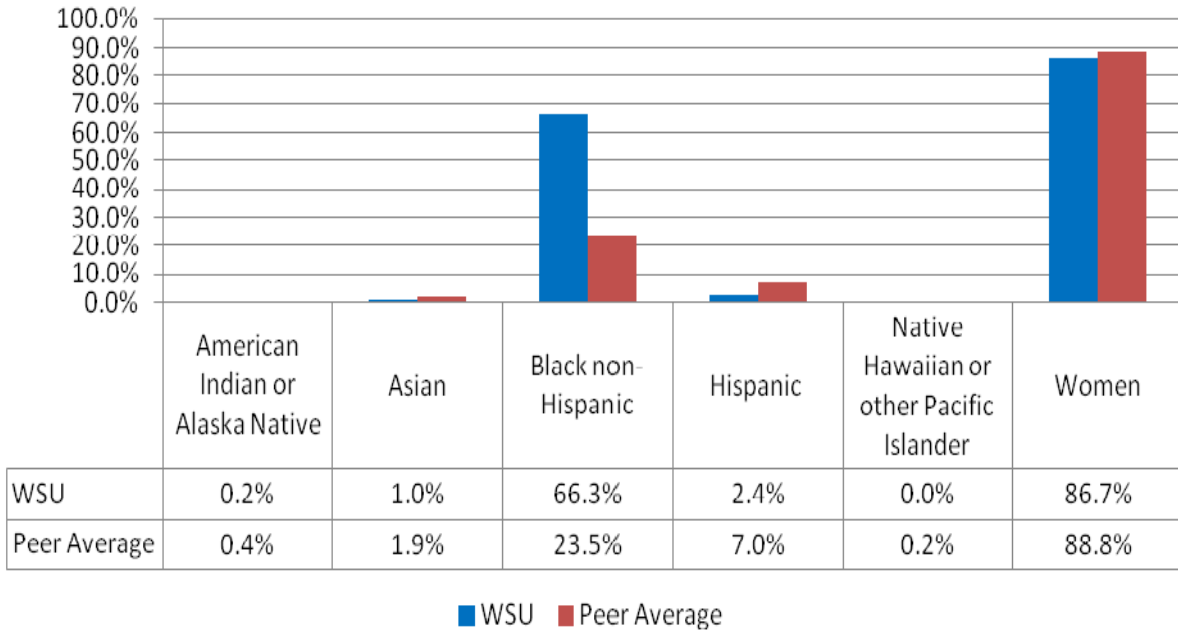
Percent of Full-Time Other Professionals by Race/Ethnicity and Gender for WSU and Peer Institutions, Fall 2010 - 2011



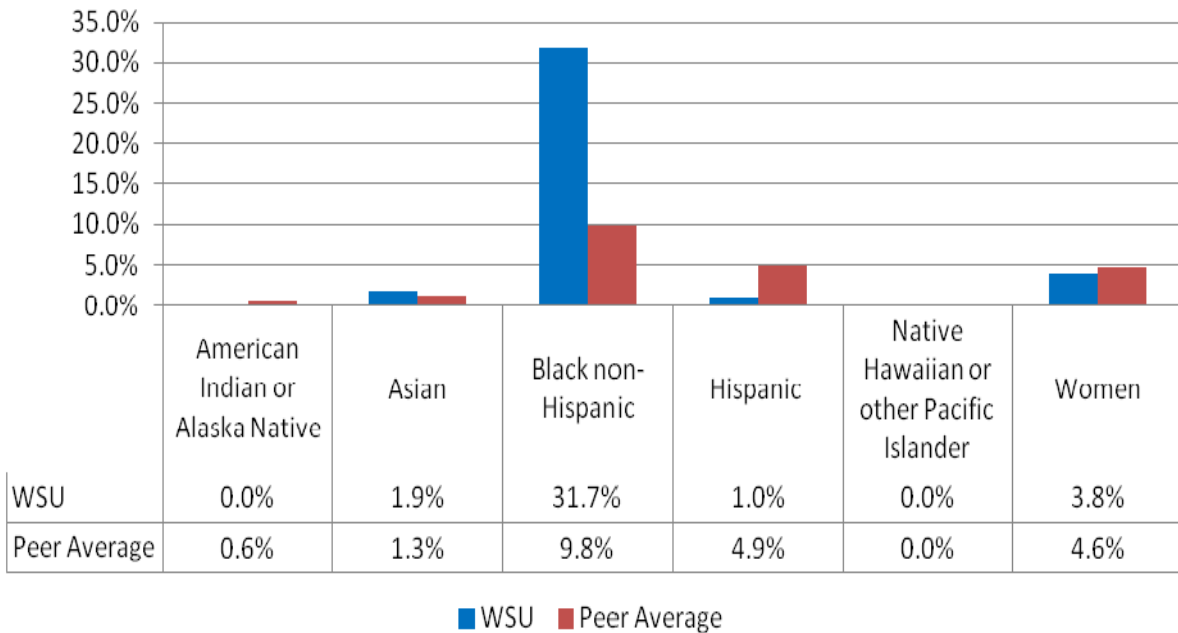
Percent of Full-Time Paraprofessionals and Technicians by Race/Ethnicity and Gender for WSU and Peer Institutions, Fall 2010 - 2011



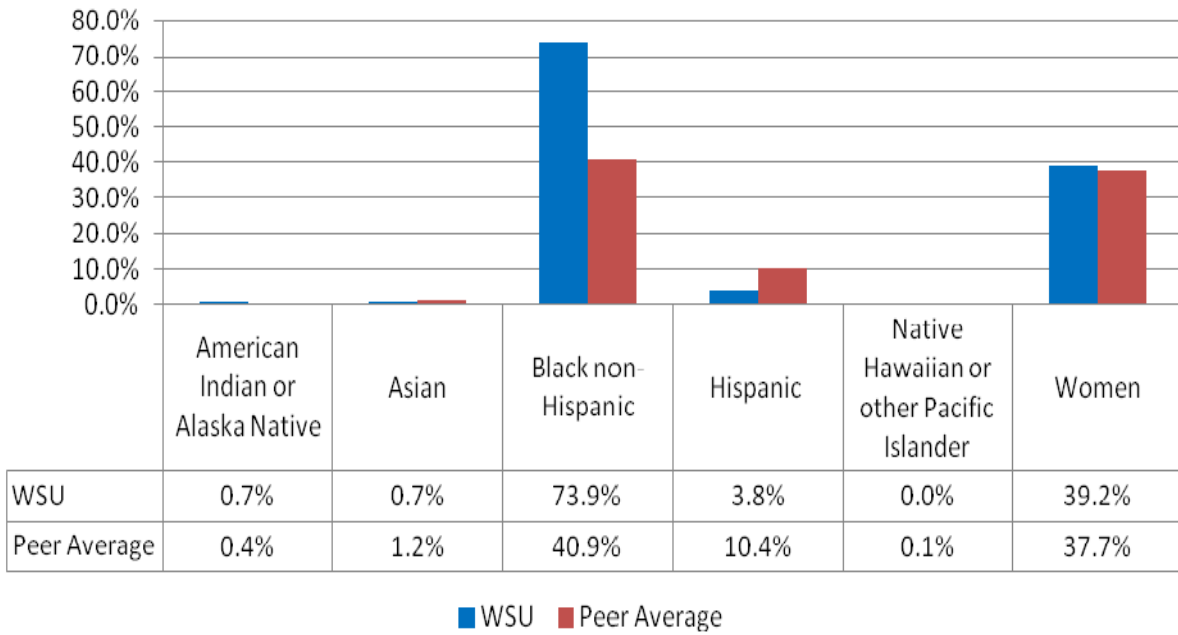
Percent of Full-Time Clerical and Secretarial by Race/Ethnicity and Gender for WSU and Peer Institutions, Fall 2011 - 2011



Percent of Full-Time Skilled Crafts by Race/Ethnicity and Gender for WSU and Peer Institutions, Fall, 2010 - 2011



Percent of Full-Time Skilled Crafts by Race/Ethnicity and Gender for WSU and Peer Institutions, Fall 2010 - 2011



WAYNE STATE UNIVERSITY

OFFICE OF EQUAL OPPORTUNITY
656 W. Kirby, Suite 4324 F/AB
Detroit, MI 48202
www.oeo.wayne.edu