The University’s good faith efforts to attract and retain faculty and staff are discussed below. The hiring process is reviewed, including efforts to recruit females and minorities.

Utilizing Biddle Consulting Group, Incorporated software, an analysis was made of departments and job groups, reflecting job families relative to the U. S. Census, promotion using patterns, compensation types, etc. The 80% Rule with Whole Person test is run for all report analyses.

Positions at an AP5 level or above which were not filled internally were, for the most part, advertised on a national and/or regional basis. Advertising included print media, list serves, minority databases, direct mailings to minorities and women, and mailings to women and minorities registered in the Minority and Women’s Doctoral Directory. Human Resources advertised non-academic positions on its Web site as well as on HigherEdJobs.com. Faculty positions are also advertised on HigherEdJobs.com and its affirmative action e-mail list. The Equal Opportunity Office has made note of situations where an identified minority or female was offered a position and they declined.

Our records show that in a few cases, minority or female candidates chose not to pursue our position and/or accept our offer of employment. The remoteness of the location of the University on the shores of Lake Superior on the North Coast of Michigan’s Upper Peninsula, and the general lack of a significant minority population base in the surrounding community other than Native American, continues to make accepting a position here a major life style choice.

Despite our good faith efforts, statistics show that in some employee groups, NMU continues to have fewer minorities and women than overall availability.

1C SENIOR ADMINISTRATORS
This group is composed of employees classified as higher level senior administrators including Assistant Directors, Associate Directors, and Directors. There were 19 employees in this group, including 10 females and 1 minority.

Positions in this category are advertised nationally and regionally if the position is not filled internally. There was 1 new hire in 2013 in this group. The analysis shows no underrepresentation.

1D EXECUTIVES
This group is composed of employees classified as President, Vice President, and Provost. There were 4 employees in this group, including 1 female.

Positions in this category are advertised nationally if the position is not filled internally. There were no new hires in 2013. The analysis shows no underrepresentation.
**1E ACADEMIC DEPARTMENT HEADS**
This group is composed of employees classified as Academic Department Heads, Associate Deans, and Academic Directors. There were 25 employees in this group, including 6 females and 2 minorities.

Positions in this category are advertised nationally if the position is not filled internally. There were 2 new hires in 2013 in this group, including 1 minority. The analysis shows that females are underrepresented in comparison to the 80% Rule by 2. In order to have NMU’s demographic makeup mirror availability, an additional 6 females and two minorities would be needed.

**1H ADMINISTRATIVE/PROFESSIONAL**
This group is composed of employees classified as higher level administrative/professionals with titles of Associate Director, Data Base Support Specialist, Development Officer, Help Desk Manager, Manager Risk & Insurance, Networking and Systems Programmer, Pharmacist, Senior Programmer/Analyst, and Systems Network Administrator. Employees in this category are represented by the United Auto Workers (UAW). There were 17 employees in this group, including 2 females.

Positions are always advertised internally per the collective bargaining agreement. If not filled internally, positions are normally advertised on a national and regional basis. There was 1 new hire in 2013 in this group. The analysis shows that females are underrepresented as compared to availability by 5 and minorities are underrepresented as compared to availability by 3. One challenge with this group has been the lack of turnover and the need to hire.

**1P SENIOR MANAGEMENT**
This group is composed of employees classified as Associate Provost, Associate Vice President, General Counsel, Athletic Director, Executive Director, Director, and Executive Assistant. There were 10 employees in this group, including 4 females, 1 is also a minority.

Positions are advertised nationally and regionally if not filled through a succession plan. There was 1 new hire into this group in 2013, a female minority. The analysis shows no underrepresentation.

**1Y ACADEMIC DEANS**
This group is composed of employees classified as academic deans. There were 4 employees in this group, including 1 female.

Positions are advertised nationally and regionally if not filled internally. There was 1 new hire in 2013, a female. The analysis shows no underrepresentation.

**2A AAUP REPRESENTED FACULTY**
This group is composed of faculty represented by the American Association of University Professors (AAUP). There were 309 employees in this group, including 130 females and 26 minorities.

Tenure earning and term positions for two years or longer are advertised nationally. One semester and one-year term positions may be appointed without a national search.
There were 26 new hires in this group in 2013, including 9 females and 5 minorities. Eight females and 1 minority were promoted within this group. The analysis shows that females are underrepresented as compared to availability by 11 and minorities are underrepresented as compared to availability by 29. NMU has made slow, but steady progress in recruiting and hiring qualified females and minorities.

2B JACOBETTI CENTER FACULTY
This group is composed of faculty represented by the Northern Michigan University Faculty Association (NMUFA) which is an affiliate of the Michigan Education Association (MEA). There were 22 employees in this group, including 9 females and 1 minority.

Positions are advertised nationally and regionally. There were no new hire in this group in 2013. One female was promoted within this group. The analysis shows no underrepresentation.

2BB PARAPROFESSIONALS
This group is composed of employees classified as paraprofessionals. There were 5 employees in this group, including 1 female.

These positions are usually appointed without a national search. There were 2 new hires in this group in 2013, including 1 female. The analysis shows females are underrepresented as compared to availability by 2, and minorities are underrepresented as compared to availability by 2.

2C ADJUNCT
This group is composed of employees classified as adjunct, adjunct faculty, adjunct instructor, and adjunct professor. There were 152 employees in this group, including 78 females and 8 minorities.

These positions are usually appointed without a national search. There were 36 new hires in this group in 2013, including 13 females, 1 is also a minority. The analysis shows no underrepresentation.

3C SENIOR ADMINISTRATORS
This group is composed of employees classified as senior administrators with titles such as Manager, Engineer, Specialist, etc. There were 60 employees in this group, including 24 females.

Positions are advertised nationally and regionally if not filled through a succession plan. There were 2 new hires in this group in 2013, 1 female. Two females were promoted into this category, and 1 was promoted within this category. The analysis shows that minorities are underrepresented according to the 80% Rule by 3. In order to reach availability, females are underrepresented by 6 and minorities are underrepresented by 4.
**3F COACHES**  
This group is composed of employees classified as Assistant Coach, Associate Coach, and Head Coach. There were 23 employees in this group, including 5 females and 2 minorities.

Positions are normally advertised nationally and regionally if not filled internally. There were 3 new hires in 2013. The analysis shows that females are underrepresented as compared to the 80% Rule by 1.

**3H ADMINISTRATIVE/PROFESSIONAL**  
This group is composed of employees classified as administrative/professional with titles of Counselor, Assistant Director, Assistant Manager, Manager, Coordinator, Supervisor, Programmer, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 151 employees in this group, including 86 females and 7 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally and/or regionally and/or nationally. There were 16 new hires in 2013, 10 females and 2 minorities. Two females were promoted into this category and 2 females were promoted within this category. The analysis shows that minorities are underrepresented as compared to availability by 9.

**4C SENIOR ADMINISTRATORS**  
This group is composed of employees classified as senior administrators with the title of Administrative Assistant. There were 6 employees in this group, all females.

Positions are normally advertised and filled internally. There were no new hires in 2013. One female minority was promoted into this category. The analysis shows no underrepresentation.

**4G CLERICAL/TECHNICAL**  
This group is composed of employees classified as clerical/technical with titles such as Account Clerk, Secretary, Salesclerk, Library Assistant, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 135 employees in this group, including 129 females and 2 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 9 new hires in 2013, 8 females. Ten females were promoted within this job group. The analysis shows no underrepresentation.

**5G CLERICAL/TECHNICAL**  
This group is composed of employees classified as clerical/technical with titles of computer operator, press operator, AdIT Support Representative III, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 11 employees in this group, including 2 females.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 3 new hires in this category in 2013. The analysis shows females are
underrepresented as compared to availability by 3. This group was negatively affected by the retirement of 2 females in 2013

5H ADMINISTRATIVE/PROFESSIONAL
This group is composed of employees classified as administrative/professional with titles of Engineer/Technician II, CAD Specialist, Production Associate, etc. Employees in this category are represented by the United Auto Workers (UAW). There were 14 employees in this group, including 2 females and 2 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally and/or regionally and/or nationally. There were no new hires in 2013. The analysis shows no underrepresentation.

6I FOOD, MAINTENANCE & POLICE
This group is composed of hourly employees with titles of Mechanic, Senior Electrician, Steam Plant Operator, Plumber and Trades Specialist. Employees in this category are represented by the American Association of State, County, and Municipal Employees (AFSCME). There were 23 employees in this group, including 2 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 3 new hires in 2013. The analysis shows that females are underrepresented as compared to availability by 5.

7I FOOD, MAINTENANCE & POLICE
This group is composed of hourly employees with titles of Buildings and Grounds Attendant, Food Service Worker, Mechanic, Police Officer, etc. Employees in this category are represented by the American Association of State, County, and Municipal Employees (AFSCME). There were 123 employees in this group, including 33 females and 4 minorities.

Positions are always advertised internally pursuant to the applicable collective bargaining agreement. If the position is not filled internally, advertising is done locally. There were 9 new hires in 2013, including 6 females. The analysis shows that minorities are underrepresented as compared to availability by 4.