African American Employment Patterns in the Greater Madison, Wisconsin Region - 2021

The African American-Jewish Friendship Group of Madison

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EXECUTIVE SUMMARY

A survey of employers in the Greater Madison Area shows that African Americans are consistently not getting key advancement or promotion in business and in many other sectors. This appears to be a problem that is pervasive in our community, despite the Madison Area being regarded by many as the #1 place to live in the country. Actions are needed to address this inequity.

Roughly half of the employers in the survey have hiring plans to increase diversity, yet an analysis shows that, in many cases, just the presence of a plan has little relationship with the employment of African Americans as a whole or in administrative or supervisory positions. Success in attracting Black employees and students varies depending upon the employer's motivation to do so. Obstacles of location, salary, and institutional racism can be overcome by persistence, planning, empathy, and cultural competence at the executive level.

The African American-Jewish Friendship Group of Madison (AA-J FG) surveyed employers from various sectors in the Greater Madison Region, with attention to the levels of administrative and supervisory positions. Responses were received covering 187 employers (out of more than 1600 contacted) and a total of 75,131 employees. It is useful to note that about 6.5 % of the population of the Greater Madison Area is African American. Some of the findings from the study include the following:

For businesses, the survey found that employment of African Americans was below their percentage in the population, with the median of zero. The percent of non-professional jobs filled by Blacks was almost twice their percent in the population, with low percentages in management, executive or director positions.

For Governmental bodies:

- Employment of African Americans by municipalities, except for the City of Madison, was lower than for businesses, with average percentages of African Americans in all categories 2% or less, with most governmental bodies employing no African American.
- The State of Wisconsin employs African Americans in the Madison Area in approximately the same proportion as in the general population but half of these jobs are non-professional while only a quarter of all state jobs in the region are non-professional.
- Federal employment of African Americans in the Madison Area is below the percentage of the population. The percentage of Blacks in the professional and administrative levels never exceeds 3%; 70% of Blacks are in non-professional jobs but only 40% of the jobs are non-professional.

In education:

- The average employment for African Americans in public schools is half their percentage of the population, except in non-professional jobs.
- The number of African American teachers is glaringly insufficient, even in the Madison Metropolitan School District. Five school districts have no African American teachers, two have one each and one district has two. Madison has the highest percentage of Black teachers, almost 3% but also has the highest percentage of African American students, at 18.5%.
- Of private schools that responded to the survey, average percentages of African Americans as professionals (including teachers) and administrators were 1% and 2%, respectively, with medians of 0%.
- At the University of Wisconsin-Madison, the percentage of African American professors (2%) and associate professors (3%) is considerably smaller than that of Wisconsin as a whole (12%). For other positions, where the recruitment pool may be more regional, the percentages of African Americans are less than 4%, except as noted below.

For religious organizations, the response was surprisingly low with only 9 responding to the survey, of which, only one had any African American employees – 2 non-professionals.

There are some bright spots where the percentages of the administrative and executive positions better reflect the population, such as:

- Dane County, for all categories,
- Not-for-profits boards and staffs,
- Several of the region's school boards,
- Madison College for non-professionals and administrators (but not for professionals), and
- The University of Wisconsin-Madison, where the hiring of assistant professors has increased over the last twelve years to 6% African American, and the percentage for administrators is 5%.

In the City of Madison, Dane County and the Madison Metropolitan School District, there have been real strides in recent appointments of African Americans to the top agency posts, such as the City of Madison Police Chief, Dane County Sheriff and Superintendent of Madison Metropolitan School District.

ACKNOWLEDGEMENT

The Friendship Group appreciates the organizations that supported this Study:

100 Black Men
Arbor Covenant Church
The Boys and Girls Club of Danes County
Community Shares of Wisconsin
Congregation Shaarei Shamayim
Dane County Executive's Office
The Jewish Federation of Madison
JustDane (Formerly Madison Urban Ministry)
Madison Mayoral Office
Mt. Zion Baptist Church
NAACP Dane County
Nehemiah Corporation
The United Way of Dane County
Urban League of Greater Madison
Wisconsin University Union (WUU)

The Group also thanks the United Way of Dane County for providing data on non-profits and all of the organizations that responded to our requests for information.

A. INTRODUCTION – RATIONALE FOR STUDY

Madison frequently comes up in articles as one of the best places to live in the United States.[1,2] The most recent example is from the website Livability.com, that places Madison as the Number One place to live (for the second year in a row) by an impressive margin.[3] A series of articles from various sources suggests that the story is very different for Madison's Black population, some sources placing Madison as one of the worst cities for African Americans.[4,5,6,,7,8,9] According to these articles, one of the biggest problems African Americans face living in Madison is employment, particularly in reaching the higher level administrative and supervisory positions. To assess the accuracy of the situation portrayed in these articles, the African American-Jewish Friendship Group of Madison (AA-J FG) established a committee to perform a survey of employers in the greater Madison area, asking about the prevalence of employment of African Americans. Information about the AA-J FG can be found in Appendix A. This report discusses the study performed and the results obtained.

To arrive at a community-wide picture of the African American workforce, this study looked at employment in business, government and education. Overall, responses were received covering 178 employers and a total of 75,131 employees.

As you read the sections below, it is useful to note that about 6.5 % of the population of the Greater Madison Area is African American, and for Madison proper it is about 7%. In all cases, the numbers of African Americans relate to those who have identified as such.

B. METHODS, RESULTS and SPECIFIC DISCUSSIONS

1. BUSINESSES

Methods

Early on, the intention of the survey was to generate data on all minorities. It quickly became apparent that a questionnaire asking about employment of all minorities would take a long time for respondents to complete, and thus, reduce the response rate. Therefore, since the motivation for the study was to assess the reports about employment of African Americans, we limited the questions to that topic.

Gathering data on employment of African Americans in businesses in the Greater Madison Region made use of an anonymous survey. While ideally the survey would have gone to all businesses, the only source of that information seemed to be from the Wisconsin Department of Financial Institutions. Unfortunately, the data for this came formatted in a spreadsheet where the information for a given business listed in such a way that any column contained various types of information, making use of the spreadsheet for generating a list of businesses to contact infeasible. Instead, many sources were used in creating a list of businesses to contact. In most cases, the list did not have e-mail contacts, so most often the businesses were contacted by phone, requesting an e-mail contact to which a link to the survey could be sent.

The survey was created and operated in Google Forms and set to be anonymous. The questions asked can be found in Table 1. A shortened link to the questionnaire was placed as a pseudo-button in the e-mail sent to the companies' contacts, as was the full URL for the questionnaire, should the person receiving the e-mail wish to paste it into their browser rather than click on a link. The text of the message sent to businesses can be found in Appendix B, although the text did evolve very slightly over the duration of the project.

The e-mail asked the recipient to complete the survey in 30 days, and gave a due date. A follow-up, reminder e-mail was sent at two weeks before the end of the 30-day period, and then a final reminder with one-week left. Most of the responses came following the last reminder.

Calling the lists of businesses proceeded in batches, a trial (beta test) followed by seven batches. Twelve people contacted the first post-beta test batch, while the rest of the lists were handled by three or four persons. The survey as a whole covered the period between September 8, 2021 and July 20, 2022.

Several aspects of the survey were designed to encourage responses:

- Making the survey anonymous,
- Giving a deadline,
- Following up with reminders,
- Including a short link to serve as a response button and a longer URL for respondent who would not trust a button,
- Including the list of organizations supporting the study.

Table 1. Questions for Businesses

1. How many people do you employ?
2. How many of your employees are African American?
3. a. How many African Americans are employed in non-managerial positions?
   b. What is their percentage of the total non-managerial group?
4. a. How many African Americans are employed in managerial positions?
   b. What is their percentage of the total managerial group?
5. a. How many African Americans are employed in executive positions?
   b. What is their percentage of the total executive group?
6. a. If your organization has a board of directors, how many of the directors are African American?
   b. What is their percentage of your board?
7. a. Do you have a company-based plan for recruiting, hiring and supporting a diverse workforce?
   b. If so, what is the job title and department of the person responsible for the plan's implementation and monitoring?

Results

The committee contacted 1650 businesses. E-mail addresses were already in the lists used to identify businesses for 63 for the companies, the rest (1587) were called to obtain e-mail addresses. Several of the provided e-mails had problems preventing delivery, some of which could be corrected, but about 7% never could be delivered. This process provided 777 deliverable addresses (47%). Overall, there were 85 responses to the questionnaire, comprising 5% for all companies contacted and 11% of the businesses providing e-mail addresses. Appendix C contains the responses to the survey, and Table 2 gives a summary of the data. In Table 2, Row A gives the sum for columns that provide the number of employees, Row B gives the average value for each column and Row C gives the median. Follow-up to clarify inconsistencies in the data could not be performed because the survey was anonymous. In Table 2, and many other tables and graphs in this report, because of space limitations, "African American" is often abbreviated as "AA."

The respondents to the survey ranged from companies with over 900 employees to those with a single person. Figure 1 shows a graph of the number of African Americans employed as a function of the total number of employees, and Figure 2 shows this information as the percentage of the employees who are African American. While there is a mild positive correlation in the middle of the total-number-of-employees, the relation does not hold overall.

Table 2. Summary of the data from the responses to the survey of businesses.

	Total Employees			Non-managerial		Management		Executive		Board of Directors		Plan for Diverse Workforce
	1. How many people do you employ?	2. How many of your employees are African American?	% African Americans	3. a. How many African Americans are employed in non-managerial positions?	3. b. What is their percentage of the total non-managerial group?	4. a. How many African Americans are employed in managerial positions?	4. b. What is their percentage of the total managerial group?	5. a. How many African Americans are employed in executive positions?	5. b. What is their percentage of the total executive group?	6. a. If your organization has a board of directors, how many of the directors are African American?	6. b. What is their percentage of your board?	7. a. Do you have a company-based plan for recruiting, hiring and supporting a diverse workforce?
A. Sum of Column	6634	440		416		23		4		17		
B. Average of column	78.0	5.2	4.9	5.0	11.0	0.3	4.2	0.0	2.6	0.2	1.5	40 yes
C. Median of column	16	0	0	0	0	0	0	0	0	0	0	45 no
D. Percent from Sum No. AA/Sum of Total for category			6.6									

For all respondents, Row B in Table 2 shows that the average of the percent of the total workforce that is African American is 5%. Alternatively, the average percentage of African Americans of the workforce can be calculated as the number of African Americans divided by the sum of the total number of employees. That calculation gives 6.6% (shown in Row D), which is close to the percent of the region's population that is African American. These average values, either in Row B or Row D, are driven by a few employers with a significantly larger percent of the workforce that is African American. The median percentage of the workforce that is African American is zero, with 54% of the respondents employing no African Americans.

Looking at the *non-managerial* section of the workforce, the average of the percentages comprised by African Americans in Row B is 11%; however, calculating the percent by dividing the total number of African Americans in non-managerial positions by the total number of such workers is 6.3%. The median is zero. Of all African Americans employed by the responding businesses, 94.5% work in non-managerial jobs. The 11% average of the percentages is, again as with the total workforce, the result of a few businesses with a large percentage of African Americans.

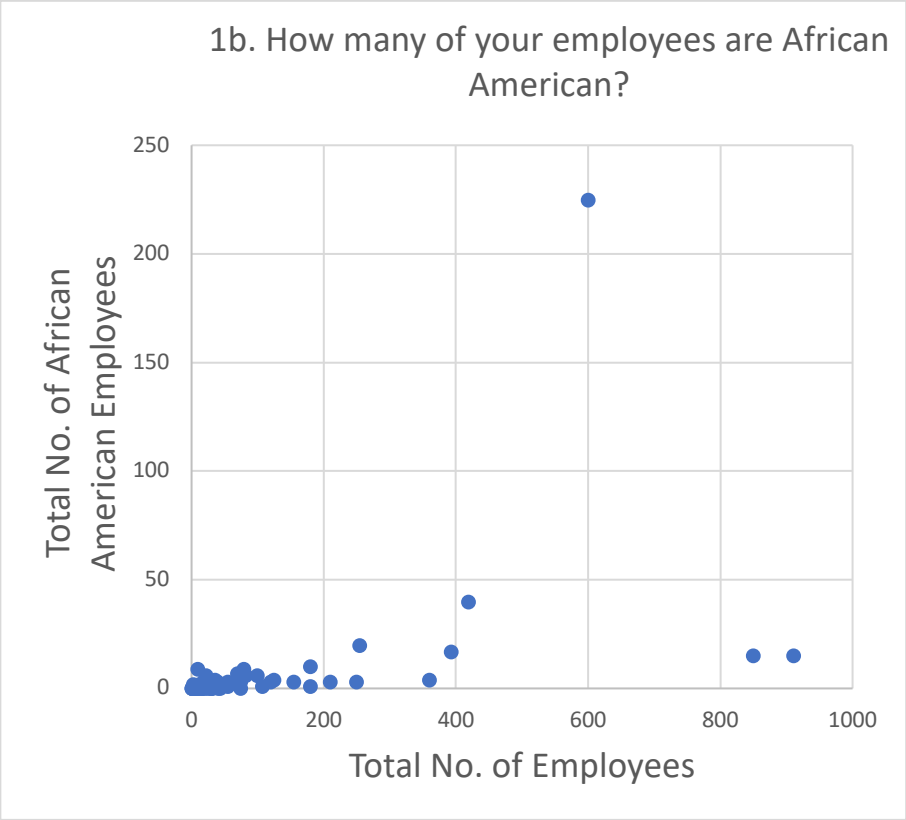


Figure 1. The relation between the number of African Americans employed and the total number of employees

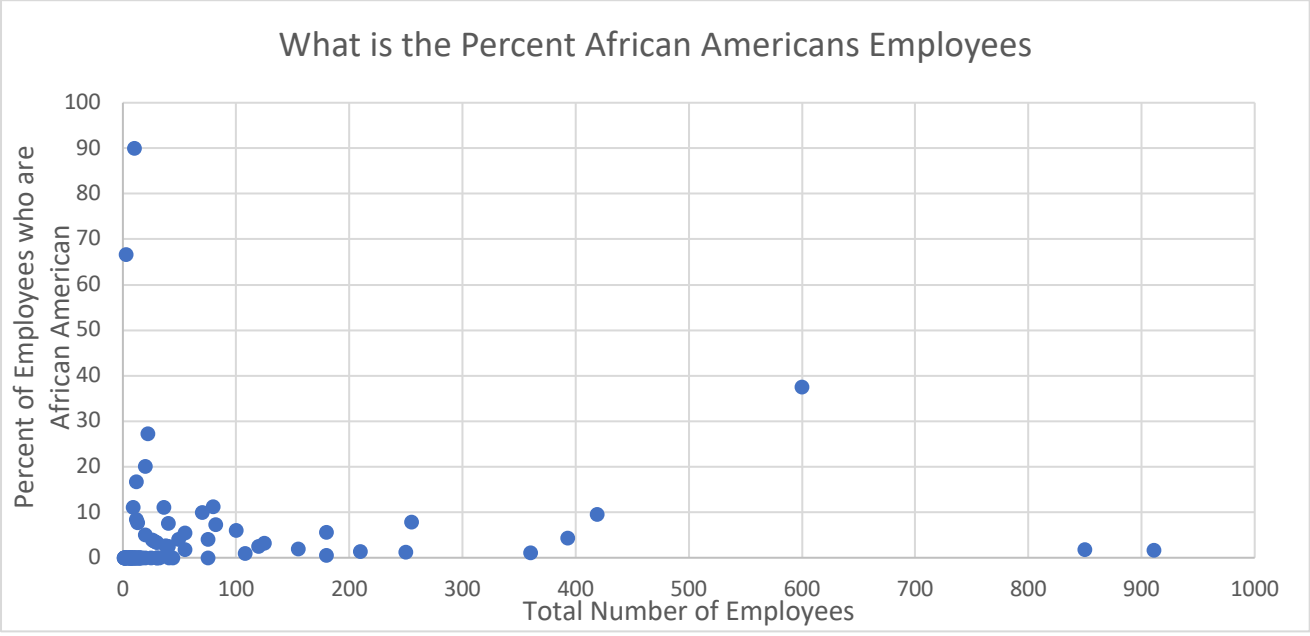


Figure 2. The relation between the percentage of African Americans employed and the total number of employees

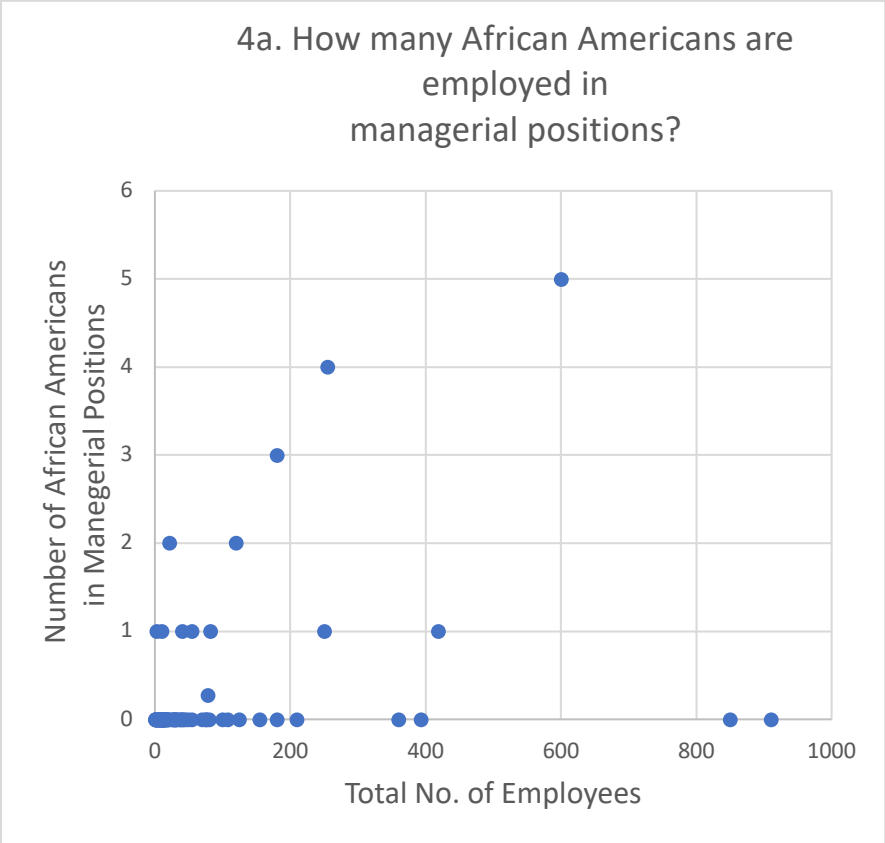


Figure 3. Number of African Americans in managerial positions as a function of the total number of employees.

For *management*, the average number of African American managers in all businesses was 0.3, constituting an average of 4.2%. Figure 3 shows the number of African Americans in managerial positions as a function of the total number of employees at a company; there is no particular trend. Figure 4 presents the data in Figure 3 as percentages. This graph shows a tendency for a lower percentage of the managers to be African American as the total number of employees increases but this trend is on top of a baseline of zero African American managers. As with the non-managerial positions, the median of the percentages is zero.

While the average percentage of African Americans in *executive* positions is 2.6%, this number strongly reflects three businesses where the percentage is particularly high. The total number of executive positions in the sample held by African Americans is only 4, but the four occur in companies with a large number of employees (255 and 120) and those with smaller numbers (20 and 10). The median is zero.

Nine of the 85 companies reported having an African American member of the board of directors (11%), with one company reporting two African American members. This averages 1.5% over the sample, where the median is zero. There is no particular relationship between the presence of an African American on the board and Black managers or executives.

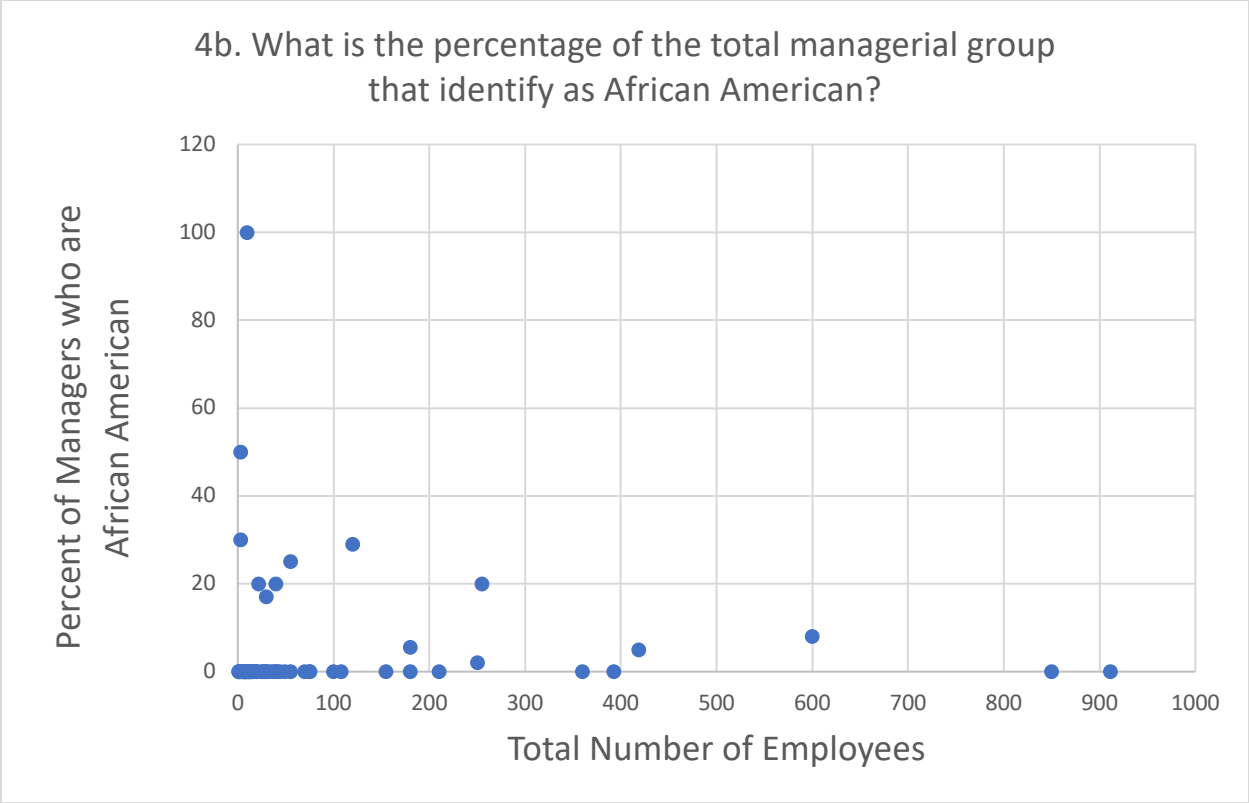


Figure 4.The percentage of managers that identify as African Americans.

About half the companies responding have a plan to increase diversity, equity and inclusion (40 do, 45 do not). The effectiveness of the plans is not clear. It appears that there is no obvious correlation between the presence of a plan and the total number of employees, or the presence of an African American executive officer (2 with, 2 without). There also appears to be a positive correlation between an African American on the board and the company having a plan to increase diversity, although, as noted above, the presence of African American on boards is low. The presence of African American managers in a business correlates positively with the presence of a plan in place (8 yes, 4 no). All these *apparent* correlations are investigated statistically in section C, Efficacy of Diversity Plans and Appendix E.

Evaluation of Reliability of the Survey

The confidence interval for the survey data is roughly 10.5% at the 50% level, assuming approximately 10,000 businesses in the Greater Madison area. In actuality, variations in the number of businesses around this base number makes very little difference. The reliability of the results is more robust than the conventional projections indicate for reasons in the discussion above, particularly given the average median values.

To look for consistency over time, the responses were divided into four approximately equal groups based on the time order of response. The summary for the four groups can be seen in Table 3. Each of the summaries for the time-ordered groups are similar to the summary in Table 3 of the overall business responses. Row A is the total for each category (column) for the given quartile. The exception is for the columns labeled "% African Americans" for total employees and 3b. for the percentage of African Americans in the non-managerial group. In both these cases, the average

is calculated by dividing the total number of African Americans by the total of all the employees in the category. Row B is the average for each column and Row C is the median of the column.

Table 3. Comparison of the responses for the chronological quartiles

Time-order group	Quantity	Total Employees			Non-managerial		Management		Executive		Board of Directors		Diversity Plan
		1. How many people do you employ?	2. How many of your employees are African American?	% African Americans	3. a. How many African Americans are employed in non-managerial positions?	3. b. What is their percentage of the total non-managerial group?	4. a. How many African Americans are employed in managerial positions?	4. b. What is their percentage of the total managerial group?	5. a. How many African Americans are employed in executive positions?	5. b. What is their percentage of the total executive group?	6. a. If your organization has a board of directors, how many of the directors are African American?	6. b. What is their percentage of your board?	7. a. Do you have a company-based plan for recruiting, hiring and supporting a diverse workforce?
1	A. Total	2289	273	11.9	261	11.4	11		1		10		9 yes; 11 no
	B. Average	114	14	9	13	20	1	6	0	1	1	3	
	C. Median	28	1	4	1	5	0	0	0	0	0	0	
2	A. Total	2370	90	4.0	82	3.5	8		2		2		10 yes; 9 no
	B. Average	119	5	7	4	15	0	7	0	3	0	1	
	C. Median	25	0.5	0.3	0.5	0	0	0	0	0	0	0	
3	A. Total	1240	66	5.3	65	5.2	1		0		4		9 yes; 11 no
	B. Average	62	3	3	3	7	0	0	0	2	0	2	
	C. Median	24	0	0	0	0	0	0	0	0	0	0	
4	A. Total	726	11	1.5	8	1.1	3		1		1		10 yes; 11 no
	B. Average	35	1	1	0	5	0	4	0	5	0	1	
	C. Median	7	0	0	0	0	0	0	0	0	0	0	

While the size of the total workforce changed little in the first two quartiles, the last two quartiles clearly reflected progressively smaller employers. This is like a result of the lists from which the committee pulled the targeted businesses. Looking at the percentages of the total workforce that is African American, the averages in Row B decreases through the four groups (although not significantly between groups 1 and 2), likely reflecting a reduced percentage of African Americans in smaller business that is not apparent looking at the overall data (see Figure 2. The relation between the percentage of African Americans employed and the total number of employees). The median does not change markedly, which is a result of the large number of businesses that employ no African Americans. The average percentage of African Americans calculated from the totals in Row A varies markedly from the first quartile, group 1, to the later three, but this is an artifact of a few large companies with a large percentage of African Americans that drive that average percentage. That also can be seen to a lesser extent in the first quartile percentage in Row B.

The same trends can be seen in the non-managerial data, which is not surprising given that overall, 94% of the positions filled by African Americans are in the non-managerial category. With respect to the managerial positions, the overall numbers are small, as seen by the consistent median of zero, while a few companies, regardless of size, had large percentage of African American managers in all groups. While the number of executives in any business would be relatively small, the percentage of African Americans filling these positions is very small in all groups. The situation with boards of directors follows the patterns for executives. Over time, there was no difference in whether businesses had diversity plans in place.

Given that the results and conclusions do not change over these quartiles, there is reason to have confidence that the results give an accurate representation of the employment patterns for African Americans in the Greater Madison Region.

Discussion

The average employment of African Americans in the greater Madison Area lags behind their percentage in the population. Were it not for a few companies that employ particularly higher percentages of Black employees, the overall picture would look worse, and be more representative of the situation. Fifty-four percent of the business employ no African Americans and of those that do, 94.5% work in non-managerial jobs. In managerial positions, African Americans constitute even smaller percentages, and in the sample, there were only four African Americans in executive positions. Not surprisingly, the percentage of African Americans on boards of directors falls to about a quarter of the percentage they made of the general population.

There is no way to know, but it might be expected that of those companies that responded to the survey, there may be a larger fraction of businesses interested in increasing diversity in the workplace than in would be found in all businesses. If this is the case, the true employment picture would look worse.

2. GOVERNMENTAL EMPLOYERS

a. Municipalities

Method

Each municipality was contacted individually and provided with the questions in Table 4. **Error! Reference source not found.** lists the governmental bodies included. Information was obtained from all municipalities except one that never responded to phone or e-mail messages.

Table 4. Questions for Municipalities

1. How many people do you employ?
2. How many of your employees are African American?
3. a. How many African Americans are employed in non-professional positions?
   b. What is their percentage of the total non-professional group?
4. a. How many African Americans are employed in professional capacities?
   b. What is their percentage of the total professional group?
5. a. How many African Americans are employed in administrative positions?
   b. What is their percentage of the total administrator group?
6. a. Does your city have a plan for recruiting, hiring and supporting a diverse workforce?
   b. If so, what is the job title and department of the person responsible for the plan's implementation and monitoring?

Table 5. The 18 Municipalities Included in the Study along with Dane County showing the percentage of the Population Identifying as African American.

Municipality	% Population African American (2020 census)
Burke	0.9%
Cottage Grove	0.1%
Cross Plains	0.6%
De Forest	0.6%
Dunn	0.2%
Fitchburg	8.2%
Maple Bluff	0.9%
Madison	6.6%
McFarland	3.0%
Middleton	5.1%
Monona	1.6%
Oregon	1.6%
Shorewood Hills	2.6%
Stoughton	0.9%
Sun Prairie	7.6%
Verona	3.7%
Waunakee	1.3%
Windsor	0.4%
Dane County	5.5%

Results

Table 6 presents a summary of the data gathered; the complete responses are in Appendix D. These data have some issues:

- Except in a few specific cases, there is no requirement that municipalities maintain records of employment by race. As a result, three of the municipalities did not have information on the racial makeup of the workforces.
- There is no publicly available database that contains this information. Thus, the information provide could not be validated independently.
- Several municipalities have workforces that vary markedly by season; many also employ a relatively high number of part-time staff. Both of these variations make establishing a baseline employment for a given body difficult, although they had little impact on the conclusions.

Table 6. Summary of the Data for Municipalities.

	Total Employees			Non-professional		Professional		Administrators		Council			Diversity Plan
	Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	Total on Council	No. African Americans	% African American	Present
A. Sum of column	5888	328		197		127		8		134	11		9 yes; 8 no
B. Average of column*	346	22	1.3	12	1.3	8	1.7	1	2.2	8	1	5.0	
C. Median of column*	162.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0	
D .Average for category			5.6									8.2	
E. Average of % not including Madison	Avg of column (Row B)		0.8		0.6		1.2		1.1			3.2	
	Avg of category (Row D)		1.3									3.5	

*Of collected by municipality

Some observations on the data include the following:

- The average percentage of African Americans employed in any capacity was 1.3% (Row B). This average number is driven by the size of the City of Madison and its large workforce. Excluding Madison from the calculated average brings the value to 0.8% (Row E recalculation of Row B). Even with that adjustment, the second largest city by employment accounts for two-thirds of the remaining African American employees.
- Similar to businesses, Row D calculates the average percentage of African Americans as simply the sum of all of the African Americans employed divided by the sum of the total employees. This method indicates that African Americans comprise 5.6% of the total workforce. This number is strongly driven by the numbers for the City of Madison, which is 9%. Removing Madison from this average yields 1.3%.
- Eight of the 17 responding municipalities employed no African Americans and five employed fewer than five.
- The median of the percentages for all employees was 0%, which follows from the number of municipalities employing no African Americans.

- Sixty percent of the African American workforce is employed in non-professional positions, compared to overall, non-professional positions that comprise 40% of the workforce.
- In professional positions, 12 of the 16 responding municipalities employed no African Americans. The average of the reported percentage of African Americans in professional positions was 1.7%.
- With respect to administrative positions, only three of the municipalities report having any African Americans in such positions, for an average of the percentages of 2.2%.
- For the leadership of the councils for municipalities, five of the 17 councils have African American members (four with one each, and seven out of 20 for Madison).
- Half of the municipalities report not having a plan for diversity, equity and inclusion in their workforce. Nine had a plan in some stage of progress.
- There was no relationship between African Americans on a council and whether the municipality had a diversity plan in place. There was a correlation between having a diversity plan in place and the presence of African Americans in the municipality's workforce (six with no plan and no Blacks in the workforce, one with no plan and one Black employee – 0.5% of the workforce; six with a plan and with Blacks in the workforce, one with no plan and no Black employees) and with African Americans in professional positions.

Discussion

Except for the City of Madison, African Americans are seriously under represented or absent from the workforces of many of the municipalities in the Greater Madison region. There seemed to be no obvious relationship between the African American presence on the municipality council and the percentage of African Americans in the workforce, although the small numbers would impose a relationship with a large uncertainty. Having a diversity plan in place appears to be positively related to diverse hiring practices.

It is heartening that just over half of the governmental bodies have diversity, equity and inclusion hiring plans. Also of note, the City of Madison Chief of Police, Assistant Fire Chief for Personnel and the Assistant Chief for Operations are African American.

b. Dane County, the State of Wisconsin and the Federal Government

Method

The same questionnaire that was sent to the municipalities was also sent to Dane County, the State of Wisconsin, the Federal Government and the Veterans Administration (VA – which was not included in the Federal data). For the State, Federal and the VA, the employment information was requested for the Greater Madison Region. Contact with the state government was through the Madison Assembly representative (Rep. Sheila Stubbs); for the federal government it was through the Madison Congressional representative (Rep. Mark Pocan) and for the VA it was through the VA Office of Public Affairs.

Results

Table 7 presents the data from these governmental bodies.

Table 7. Data for Dane County, the State of Wisconsin and the Federal Government.

	Total Employees			Non-professional			Professional			Administrative			Total Board			Plan for Diverse Workfarce		
Govern-mental body	Total Employees	No. African American	% African American	Total Non-professional	No. African American	% African American	Total Profes-sional	No. African American	% African American	Total Admini-strators	No. African American	% African American	Total on Board	No. African American	% African American	Present	Title Respon-sible	Dept.
Dane County	2440	171	7	733	99	14	695	41	6	254	18	7	37	3	8	Yes	Manager	EEO
State of WI	11664	685	6	3032	335	12	7347	283	4	1285	47	4	132	10	8			
Federal	4443	183	4	1738	123	7	1794	31	2	911	29	3	535	59	11			
Veterans' Admin	2,316	121	5	951	91	10	1,157	27	2	208	3	1	18	1	6			

In Dane County, the percentage of each category employing African Americans equals or exceeds the percentage of African Americans living in Dane County. Because the county defines employment differently than in our questionnaire, they provided an explanation that "nonprofessional" in our question includes the following workers in the county with the total numbers in brackets following the description:

- Paraprofessional (e.g., Certified Nursing Assistant, Paralegal) [53]
- Technicians (e.g., 911/Communicator, License Practical Nurse) [5]
- Administrative (e.g., Clerk I-II, Security Support Specialist) [19]
- Service (e.g., Janitor, Toll Booth Attendant) [22]

It is also interesting to note that roughly 35% of the African Americans work in professional or administrative capacities. The county not only has a workforce diversity plan, but an office dedicated to the plan. It is significant to note that the Dane Country Sheriff is African American.

The State of Wisconsin formed one of the largest employers in the Madison Region. While the total employment numbers matched closely the percentages for Madison and Dane County, 50% of the jobs filled by African Americans fell in the non-professional category, even though the total number of professional and administrative positions comprised 74% of all jobs, 2.8 times that of the non-professional. In the case of the state, the "board" is the Legislature.

For employment with the federal government or with the VA, the overall employment of African Americans falls well below their relative percent of the population. Of those employed, 67% for the federal government and 75% for the VA are in non-professional positions, even though the non-professional jobs constitute only about 40% for both. The percentage of professional and administrative positions filled by African Americans is dismal (2% for both in the professional category; 3% for the federal and 1% for the VA in administrative positions). In the case of the Federal Government, the "board" is Congress, and for the VA it is the VA's Senior Leadership.

Discussion

For all these governmental bodies, hiring of African Americans in non-professional jobs exceeds their percentage of the population. In itself, this is commendable. However, for all but Dane County, hiring into the professional and administrative ranks warrants immediate attention.

3. EDUCATION

a. Public School Districts

Method

Because school districts and municipalities are public organizations and their employment data are public record, initial contact was made either by an e-mail address listed on their websites or by phone. In either case, contacts were followed until reaching a person who could provide the requested information. The questions were then sent to that person in an e-mail. These questions comprise Table 8. Follow-up contact was made periodically until the results were obtained. These data were not anonymous.

The data gathered from school districts was validated through the Wisconsin Department of Public Instruction website at

https://publicstaffreports.dpi.wi.gov/PubStaffReport/Public/PublicReport/StaffByEthnicityAndGenderReport

Table 8. Questions for Public School Districts

1. How many people do you employ in your school district?
2. How many of your employees are African American?
3. a. How many African Americans are employed in non-professional positions?
   b. What is their percentage of the total non-professional group?
4. a. How many African Americans are employed in professional capacities, such as teachers, counselors, nurses, etc.?
   b. What is their percentage of the total professional group?
5. a. How many African Americans are employed in administrative positions?
   b. What is their percentage of the total administrator group?
6. a. Does your district have a plan for recruiting, hiring and supporting a diverse workforce?
   b. If so, what is the job title and department of the person responsible for the plan's implementation and monitoring?

For both school districts and municipalities, the make-up of the school boards and municipality councils were taken from the respective websites.

Ten school districts in the Greater Madison Area were targeted for contact, as listed in Table 9.

Table 9. Public School Districts included in the Study

- De Forest Area
- Madison Metropolitan
- Middleton-Cross Plains
- McFarland
- Monona Grove
- Oregon
- Stoughton Area
- Sun Prairie
- Verona
- Waunakee Community

Contact was made with all of the districts and nine supplied data requested for the questionnaire. In all cases, the number of African Americans was taken as those who identify as such; those identifying as two or more races were not included. The data gathered was validated using the information on the WISEdash public portal,[10] although most of that information applies to the 2020-21 school year.

Results

Table 10 presents a general summary of the data. As with municipalities, in Table 10, the rows labelled "A. Sum" gives the total of all the entries in the column, Row B gives the average values for the column and Row C the median. The data gathered included:

- The student population,
- The total number of employees,
- The number of non-professional employees (e.g., secretaries, custodians, administrative assistants),
- The number of professional staff (such as teachers, counselors, and nurses),
- The subgroup of professionals who are teachers,
- The number of administrators, and
- The members of the board of education.

In each of the major headings of groups of columns, the column to the right of the column with the total is the column with the number who identify as African Americans in that classification, followed by the column with the percent of the total comprised by the African Americans.

Row B, "Average of Column" is the average of the percentages reported by each school district. Because the Madison Metropolitan School District (MMSD) is relatively massive, the median of the percentages (Row C) may better reflect the "typical" for the region.

Table 10 .Summary of the Data for the Public-School Districts

	Students			Total Employees			Non-professional			Professional			Teachers			Administrative			Board of Education			Plan for Diverse Workfarce		
Schools Districts	Total Students	No. African Americans	% African American	Total Employees	No. African Americans	% African American	Total Non-professional	No. African Americans	% African American	Total Professional	No. African Americans	% African American	Total Teachers	No. African Americans	% African American	Total Admini-strators	No. African Americans	% African American	Total Board	No. African Americans	% African American	Present	Title Responsible	Department
1	5182	381	7.4	413	0	0.0	57	0	0.0	340	0	0.0	291	0	0.0	14	0	0	5	0	0	NR		
2	2773	88	3.2	442	3	0.7	150	3	2.0	262	1	0.4	213	1	0.5	15	0	0	9	0	0	YES	Director	HR
3	4039	135	3.3	566	5	0.9	172	4	2.0	341	1	1.0	269	1	0.4	18	0	0	9	2	22	No		
4	4388	61	1.4	629	4	0.6	214	3	1.4	400	1	0.3	345	0	0.0	19	0	0	8	0	0	Working on it	Committee	Combination
5	4159	74	1.8	650	6	0.9	200	4	2.0	200	2	1.0	322	0	0.0	20	1	5	7	0	0	Yes	Director	HR
6	1091	39	3.6	690	16	2.3	304	7	2.3	385	5	1.3	266	0	0.0	20	2	10	7	1	14	Yes	Director	HR
7	5732	395	6.9	819	46	5.6	289	26	9.0	600	12	2.0	396	2	0.5	32	8	25	7	1	14	Working onDir HR		
8	7252	350	4.8	1200	26	2.2	489	22	4.5	667	1	0.0	533	0	0.0	57	4	7	9	0	0	NR		
9	8381	972	11.6	1253	47	3.7	402	28	6.8	816	16	2.0	662	7	1.1	35	3	9	9	1	14			
10	25407	4703	18.5	4138	384	9.3	1276	250	19.6	2737	98	3.6	2116	62	2.9	127	36	28	7	3	43	Yes	Interim Chief	HR
A. Sum	68404	7198		10800	536		3553	347		6748	137		5413	73		357	54		77	8				
B. Average of Column	7025	757	6	1154	60	3	388	39	6	712	15	1	569	8	1	38	6	9	8	1	12			
C. Median of column	4388	135	4	690	16	2	289	7	2	400	2	1	345	1	0	20	2	7	8	1	14			
D. Average for category			11			5			10			2			1			15			10			
E. Average of % not including Madison	Avg of column (Row B)		5			2			3			1			0			6			7		
	Avg of category (Row D)		6			2			4			1			0			8			7		

Since this survey considers the Greater Madison Area, as with municipalities, another way to look at the average percentage of African Americans for each category is to take the sum of the numbers of African Americans divided by the total positions, and multiply it by 100. That constitutes Row D, “Average for Category.” As in the previous paragraph, the information for Madison drives the averages, and Row E looks at the averages as in Rows B and D, except without the information about Madison.

Discussion

Figure 5 shows a graph of the percentage of African Americans in each of the categories in Table 10 plotted as a function of the total number of employees in a district. The figure highlights some interesting information.

- In four of the five cases where the school board has any African Americans (half of the ten districts), the percentage of African Americans on the board exceeds the percentages for any of the employee categories. This may just be due to the small numbers of members of all the boards so any African Americans would make a relatively large percent increase.
- In only one case does the percentage of administrators exceed the percentage of the board.
- The smallest four school districts have no African American administrators.
- The employment patterns for African Americans generally increases with the size of the district’s total number of employees, although the relationship is not smooth.

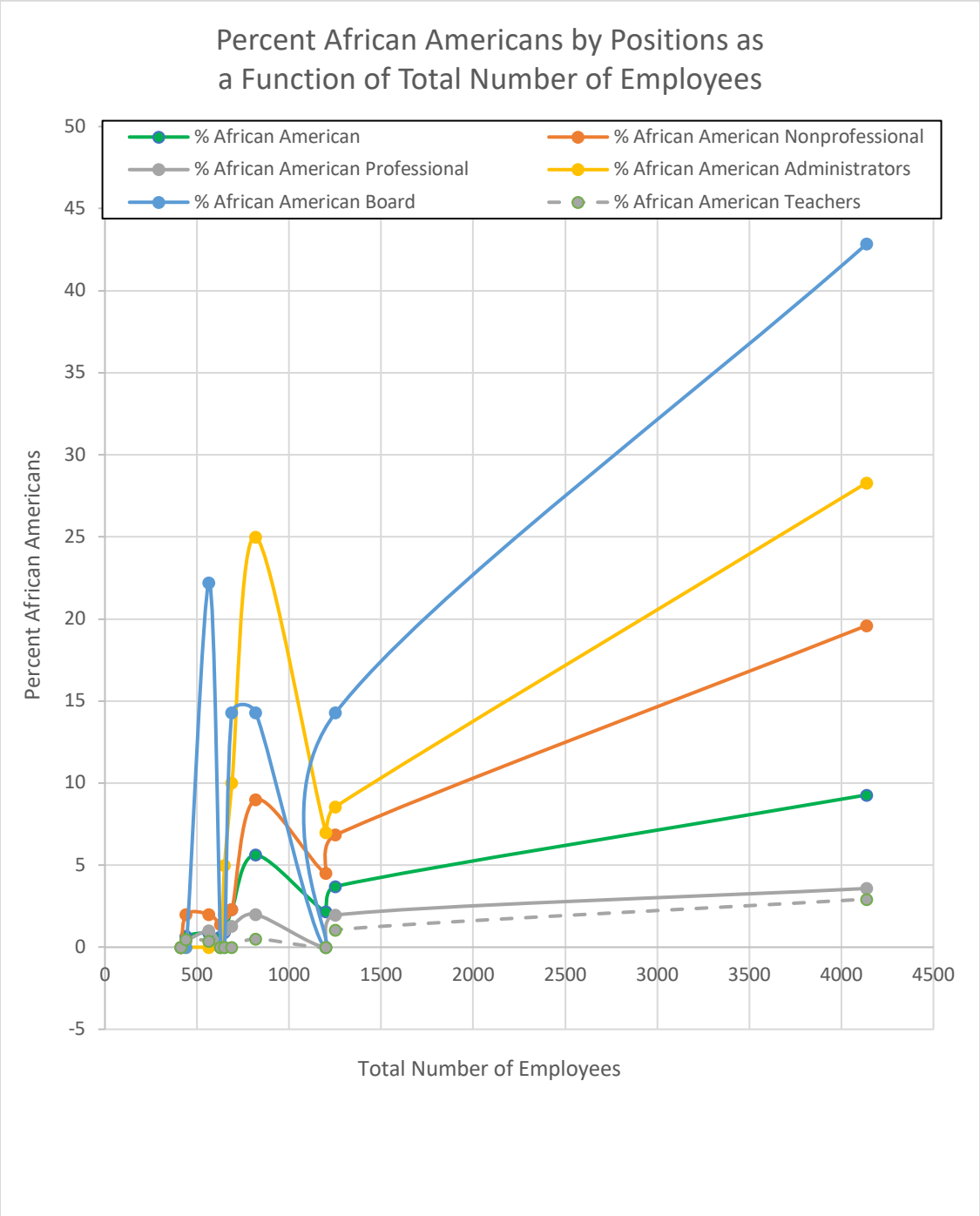


Figure 5. The percentage of African Americans in each of the categories in Table 10 plotted as a function of the total number of employees in a district

- With the exception of one of the smaller districts, the percentage of African American in the professional category fell below all other employee categories.
- Of particular note, the percentage of African American teachers in all cases fell below any other employee category.

- Five of the school districts had no African American teachers; all but one district had one percent or fewer.
- Overall, in the region, 0.7% of the teachers are African Americans. Not counting the MMSD, there were six male African American teachers and five female in the greater Madison Region. In the MMSD, there are 62 African American teachers: 22 male and 40 female.

The situation in the public-school districts gives some reason for optimism. Half of the school boards have an African American member and two have more than one. The larger districts have African American administrators in numbers exceeding the percentage in the population (see Table 10). Of note, the superintendent of the MMSD is African American.

On the other hand, only in the largest school district does the percentage of employees who are African American equal or exceed that in the population. The percentage of African Americans in non-professional roles still far exceeds the percentage in professional positions, and as noted above, even more so for teachers.

As shown in the last three columns of Table 10, six of the ten districts were currently working on developing a program for increased diversity and equity in their workplace. Interestingly, the districts working on such programs do not correlate well with the presence of African Americans on a district's board.

b. Private Schools

Methods

Because private schools are not covered by open record laws, an anonymous survey was used as with businesses. However, private schools were handled differently than businesses, in that rather than depending on a sampling, all private schools were sent the link to the questionnaire. Unlike businesses, many of the private schools had e-mail addresses listed on their websites. Those that did not were called to obtain an e-mail address. Just as with the businesses, an initial message was sent with the links to the questionnaire with a deadline 30 days out. Follow-up messages were sent two weeks before the deadline and again one week before.

The questions in the questionnaire were slightly different for the private schools than for the public schools and are shown in

Table 11, using links to different Google Forms.

Table 11. Questions for Private Schools

1. How many people do you employ in your school district?
2. How many of your employees are African American?
3. a. How many African Americans are employed in non-professional positions?
   b. What is their percentage of the total non-professional group?
4. a. How many African Americans are employed in professional capacities, such as teachers, counselors, nurses, etc.?
   b. What is their percentage of the total professional group?
5. a. How many African Americans are employed in administrative positions?
   b. What is their percentage of the total administrator group?
6. a. How many African Americans are on your trustee board?
   b. What is their percentage of the total trustee board?
7. a. Does your school have a plan for recruiting, hiring and supporting a diverse workforce?

b. If so, what is the job title and department of the person responsible for the plan's implementation and monitoring?

The private-school group included private elementary schools, small private colleges and beauty schools. An exception to the process was made for Edgewood High School, which could not have been anonymous if they responded to the survey because of its size. Instead, contact was made with the Human Resources Department and they were sent the questions directly by e-mail.

Thirty-eight schools were contacted. Between the calling and e-mails found on a school's website, 29 e-mail addresses were obtained and used for the survey (76%).

Results

From the 29 emails, only six responses were received (20% of the e-mails sent, 16% of the number of schools). The results and summary comprise Table 12.

Table 12. Summary of the Data for Private Schools.

	Total Employees			Non-professional		Professional		Administrative		Board of Trustees		Plan for Diverse Workfarce	
	Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	Present	Title Responsible
	97	5	5	0	0	5	5	1	7	1	9	Yes	Director of Finance & Operations, in the Administration department
	79	1	1	0	0	1	0.8	0	0	1	7	Yes	Equity & Inclusion Coordinator being hired for 2022-23 school year
	45	0	0	0	0	0	0	0	0	0	0	Yes	Principal
	33	1	3	1	25	0	0	0	0	4	33	Yes	Board of Trustees and the Head of School.
	32	1	3	0	0	1	3	0	2	2	13	Yes	President & Principal
	26	0	0	0	0	0	0	0	0	0	0	Yes	Head of School and Board of Trustees
A. Sum	312	8		1		7		1		8			
B. Average of Column	52	1	2	0	4	1	1	0	2	1	10	6 Yes 0 no	
C. Median of column	39	1	2	0	0	1	0	0	0	1	8		
D. Average for category			3										

While the relative sample size is larger than a typical survey, the total numbers are still small. Notwithstanding the small sample, the average number of African Americans in any category except on the boards of trustees is very small, and even more so the median. Two of the six schools have no African American employees.

Discussion

All of the schools in this sample have diversity plans in place and most have African American representation on the board of trustees. From the results for municipalities and public schools, those facts might suggest that the sample may have a greater number of African Americans on staff than would be seen in the population as a whole (see the discussion at the end of the report).

c. Madison Area Technical College (MATC – Madison College)

Methods

As with the public schools, contact was made directly to the college with the same questions asked of the public schools. As background, the student population of Madison College is 6.6% African American.

Results

The responses are in Table 13. For all categories except professional, the percentage of the employees at MATC equal or exceed that of the regional or student populations. The professional category includes teachers and counselors, among others.

Table 13. Response from Madison College

	Total Employees			Non-professional		Professional		Administrative		Board of Trustees		Plan for Diverse Workfarce	
	Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	Present	Title Responsible
MATC (Madison College)	3074	191	6	117	10	59	3	15	12	2	22	Yes	Director of Talent Acquisition

Discussion

Madison College is to be commended for the diversity of their employees. The low percentage of the professional staff may be an item of concern.

d. University of Wisconsin-Madison

Methods

The University of Wisconsin-Madison (UW) issues reports frequently on the demographics of its faculty, staff and students. Information for this report is provided by the Trends in Faculty and Staff Diversity 2022,[11] and the UW-Madison Data Digest 2021-2022.[12] UW has a very different, and more complex, job classification system than businesses or schools. In a quick and incomplete summary:

- Academic ranks
  - Assistant Professor – an entry-level appointment working toward tenure
  - Associate Professor – the position just after achieving tenure
  - Professor – the final promotion along the tenure path.
  - Instructional Academic Staff – non-tenure-track teaching appointments
- Limited-term staff – administrators
- Other academic Staff – research technologists, project managers, clerical staff, and many other job functions
- University Staff – service providers, maintenance.

Results

A summary of the results is shown in Table 14. The data are from 2021-2022. The reports contain much more detailed information, some of which touches upon issues discussed in this report. However, the qualifications to these data do not change the information in Table 14.

With two exceptions, the percent of African Americans in all of the categories fall well below their percent in the population. One exception is assistant professors, where the percentage of African Americans is 6%. In 2009, the percentage of African American professors and associate

professors were 1.7% and 1.6%, respectively, and 3.5% of the assistant professors. In 2012, the number of professors and associate professors had changed slightly, to 2% in each classification, but the African American assistant professors had increased to 6%, most likely reflecting an active attention to diversity in hiring. Advancing in rank from assistant professor to associate professor typically takes seven years, and similarly the promotion from associate professor to professor takes from five to seven years. This progression results in a lag between hiring associate professors and their presence in the higher ranks. As a result, the increased numbers of assistant professors hired in 2012 would not be expected to change the percentages in associate professors until 2019, and then the increase would be slow because of the existent pool of associate professors into which the rising assistant professors would join. Any effect on the percentages of African American professors would not begin before 2025. The progression is separate from hiring senior-level persons into the ranks of professors and associate professors. Because the university serves the whole state, the percentages should be compared with the 12% Blacks make up of the state population.

The other category with a notable percentage of African Americans is administrators at 5.4%. This percentage has been increasing mostly steadily since being just over 4% in 2009.

Table 14. Information for the University of Wisconsin-Madison.

Total Employees			Faculty											
			All Faculty			Professors			Associate Professors			Assistant Professors		
Total Employees	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American
24232	647	3	2294	71	3	1261	23	2	478	14	3	553	34	6

Academic Staff						Post-doctoral			Limited Term Staff (Administrators)			University Staff		
Instructional			Other											
Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American
2644	57	2	8260	212	3	923	13	1	666	36	5	4072	143	4

Student Population														
All Students			Undergraduate Students			Graduate Students			Clinical Students			Special Students		
Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American	Total	No. African Americans	% African American
47932	1094	2	33506	695	2	9772	238	2	2686	92	3	1968	69	4

Discussion

Numbers for inclusion in the academic staff, university staff, and post-docs do not have the delay between hiring and showing in the employment data. Thus, any effects of a diversity plan would not have to wait seven years to be seen. Unless something major changes, these numbers are not expected to increase.

Not part of this study, it is worth noting the low percentage of African Americans in the student body, in spite of a series of diversity plans for students. This is a difficult problem, both recruiting Black students to, and retaining them in, an institution with so few other students like them. Obviously, past plans have not been effective and a completely different approach is necessary.

The UW information does give some information on employees who respond as being of two racial groups, one of which is Black. Adding these persons to the values in Table 14 yields the following changes in the percentages of African American:

- Administrator increase from 5.4% to 6.5%
- Other academic staff increases from 2.6% to 3.2%

- The total for all faculty increases from 3.1% to 3.6%
- Instructional academic staff increases from 2.2% to 2.6%
- University staff increases from 3.5% to 4.0%

None of the changes in percentages change the observations when just looking at the responses from those who identify as African American alone.

4. NON-PROFITS

Method

Every year the United Way of Dane Country requests information on the diversity of staffing from their participating organizations. The United Way shared the results for this survey. The most recent information was from 2019.

Results

Table 15 gives the data from 54 organizations that responded to the request from the United Way. For those organizations, 16% of the employees are African American. The information from the United Way did not contain data for categories such as Professional, administrative or executives. They did have numbers for members of the boards of directors of the reporting organizations, which had an average of 21% African American.

Table 15. Information from the United Way of Dane County on the Number of African Americans Employed in their Participating Organizations.

Reporting organizations	Total Employees			Board Members		
54	Total Employees	No. African Americans	% African American	Total Members	No. African Americans	% African American
2021 Data	3273	534	16	645	138	21

Discussion

Non-profits have a very much better representation of African Americans, both in their workforce and on their boards, than does any other type of employer in this study.

5. RELIGIOUS ORGANIZATIONS

Method

The same procedure was used for religious organization as for the private schools, sending an e-mail message containing links to an anonymous survey. Calls were placed to 142 churches and other religious organizations, from which 45 e-mail addresses were obtained (32%). The questions for religious organizations are shown in Table 16

Results

The 45 e-mails generated nine responses (20% of the e-mails, 6.3% of the total number of organizations). Results from the survey of religious organizations comprise Table 17. Only one of the 9 organizations have any African American employees and those employees are in non-professional positions. Six of the organizations have no plan in place to increase diversity and the other three did not answer the question.

Because only one organization had African American employees, presenting averages or medians would not provide useful information.

Table 16. Questions for Religious Organizations.

1. How many people do you employ in your organization?
2. How many of your employees are African American?
3. a. How many African Americans are employed in non-professional positions?
   b. What is their percentage of the total non-professional group?
4. a. How many African Americans are employed in professional capacities, such as teachers, nurses, etc.?
   b. What is their percentage of the total professional group?
5. a. How many African Americans are employed in leadership positions, such as pastors or director of religious studies?
   b. What is their percentage of the total leadership group?
6. a. How many African Americans are on your trustee board?
   b. What is their percentage of the total trustee board?
7. a. Does your organization have a plan for recruiting, hiring and supporting a diverse workforce?
   b. If so, what is the job title of the person responsible for the plan's implementation and monitoring?

Table 17. Results from the Survey of Religious Organizations.

Total Employees			Non-professional		Professional		Leadership		Board of Trustees		Plan for Diverse Workfarce
Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	Present
6	0	0	0	0	0	0	0	0	0	0	No
3	0	0	0	0	0	0	0	0	0	0	No
7	0	0	0	0	0	0	0	0	0	0	No
6	0	0									
2	0	0					0		0	0	
8	2	25	2	33	0	0	0	0	1	8	No
8	0	0	0	0	0	0	0	0	0	0	No
9	0	0	0	0	0	0	0	0	0	0	
6	0	0	0	0	0	0	0	0	0	0	No

Discussion

The lack of response on the part of religious organizations was surprising to the committee; it was assumed beforehand that such groups would be interested in this project. It was particularly surprising that the responders did not include those churches with a predominantly African American leadership. From this small sampling, little can be drawn statistically; however, with respect to religious organizations in the Madison area, the employment situation for African Americans does not appear to be an important topic.

C. EFFICACY OF DIVERSITY PLANS

Method

To assess the effectiveness of the presence of plans to increase diversity, equity and inclusion, the business, municipalities and public-school responses were each divided into those with plans in place and those without, and each of the categories (columns in the tables) for the groups were compared for significant difference using a t-test. The test looked for 95% confidence with a p-value of 0.05, recognizing that this p-value, while customary, is arbitrary. Columns that showed p-values greater than 0.05 but less than, or close to, 0.1 were noted although with less certain importance. A summary of the values is found in Appendix E. Interestingly, each of these major group were closely split between those with plans in place and those without. Employment data from the State of Wisconsin and the federal government were not included in the analysis. Comments on the diversity plan for the University of Wisconsin-Madison can be found in that section of this report.

Results

For businesses, none of the categories reached any significant relationship with the presence of a diversity plan. The closest is the percent of the executives that are African Americans with a p-value of 0.08, which may (or not) indicate a mild tendency. The percent of African Americans on the board of directors and in the total number of employees, with p-values just over 0.1, do not satisfy the specified criterion for significance but may have a correlation.

For municipalities, there was a significant relationship between a plan and the percentage of African Americans in the total employees (p-value=0.03). The relationship for professionals is also close to significant with a p-value of 0.06. Both non-professional and administrative positions had p-values just under 0.1. Interestingly, there was no relationship between the presence of a plan and the presence of African Americans on the governing councils.

The was no category for public schools that had a significant relationship between the presence of a plan and the percentage of African Americans employed.

For the other groups the analysis was not performed:

- Dane county had a plan in place and also had relatively high percentages of African Americans in all categories of employment.
- All of the private schools responding to the survey had diversity plans in place, but with the exception of the boards of trustees, had very low percentages of African Americans in all categories.
- None of the religious organizations had diversity plans and they had few African Americans in their workforce.
- Madison College has a plan and high percentages of African Americans in all categories except professionals, which includes teachers.
- The University of Wisconsin-Madison has had a plan in place that has increased the percent of the assistant professors hired over its duration, but it has not yet increased the numbers in the higher ranks. The percentage of African Americans in the administrative positions is tending toward that of the population at large. Technical and non-professional ranks still remain below the percentage of Blacks in the Madison-area populations

Discussion

The results of this analysis make evaluating the efficacy of diversity plans difficult. For businesses and public and private schools the plans seemed to make some difference. For municipalities, Dane County and Madison College, plans seemed effective; for religious

organizations, the lack of plans seems related to the lack of a diverse workforce. For the University, the presence of a diversity plan is mixed.

These mixed, and sometimes contradictory, results may have three or more causes:

1. Poor plans. The plans may not be realistic or have actual steps that *could* diversify the workforce. Some plans may just be statements of lofty goals.
2. Poorly implemented plans. The plans themselves may be sound but the implementation half-hearted or bypassed when choices are made.
3. Challenging implementation. The plans may be sound and the attempt at implementation genuine, but the ability to attract African Americans to a job in this region may be difficult due to the small Black community and the other societal hurtles, such as access to housing loans, that they would encounter.

One conclusion from this analysis is that simply having a diversity plan may not be sufficient to actually produce diversity, but without a plan, the likelihood of having a diverse workforce is lower.

D. COMPARISION WITH MADRep 2022

Each year since 2016, the Madison Regional Economic Partnership (MADRep) has released a study on the diversity of the workforce the Greater Madison Region.[13] The reports are based on surveys of employers from the year before the report date. The most recent, which covers 2021, the period of the AA-J FG survey, is the MADRep 2022.[14] Table 18 presents a summary of their results and the results of our survey for a comparable population. Each of the annual reports contain a considerable amount of information that cannot be reviewed here, and an interested reader is highly encouraged to go to the references.

Table 18. Comparison between the MADRep data and this Report for Businesses with 10 or Greater Employees.

	Number of respondants in Madison Area*	Total Employees: % African Americans	Managerial: % African Americans	Executive: % African Americans	Board of Directors: % African Americans		Diversity Staff	Policy for Diverse Workforce	Goals for Diverse Workforce
MADRep	157	5.4	3.8	3.2**	4.0	Yes	8%	23%	24%
							Part-time 9%	Coming 13%	Coming 7%
						No	83%	77%***	78%***
This Report: Business ≥10 Employees (See text)	58	4.6	4.6	3.1	1.1	Yes		53%	
						No		47%	
This Report: Total weighted Average (See text)	187	5.1	4.9	2.7	7.2				

* As Defined in Table 5

** From text of report; apendix has 4%

*** Includes the "coming" responses.

Several differences between the MADRep studies and the AA-J FG's study should be noted.

- The MADRep survey covers a larger geographical area, including Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk counties, although 157 of the responses (58%) came from Dane county. The AA-J FG survey covered only Dane county, and in the county, only the region shown in
- Table 5.
- The MADRep survey included only businesses with ten employees or more. The AA-J FG survey had no lower limit on number of employees. Thirty percent of the businesses in the AA-J FG survey employed less than ten employees.
- The MADRep used a survey to obtain information for governmental bodies and public-school districts while the AA-J FG study obtained data from each through direct communication (except one that did not respond to calls or e-mails).

In Table 18, the middle data row considers our data for businesses with at least 10 employees. Compared with the whole business results, there is little difference in the percentage of African Americans in the total workforce, but there is a large decrease in the percentage of managers due to some very large percentages in some smaller businesses. The number of African American executives is mostly unchanged (3.1 compared with 2.6) as is the percentage of African Americans on boards of directors.

Comparing the middle row with the row for the MADRep report, there are differences, particularly for the percentage of African Americans on the boards of directors. These numbers likely are the result of the boards for non-profits. Some of these differences may come from combining all the employment types together in the MADRep report. In the bottom row, each or the values for each employer type are weighted by the number of employers in that type divided by the total number of employers. This does not weight for the number of employees, while that would be interesting, would not be relevant to this comparison. This does not uniformly improve the agreement between the studies.

E. GENERAL DISCUSSION AND CONCLUSIONS

What the data adduced in our surveys show is that, with rare exception, businesses in Madison and Dane County have very few African Americans working in managerial and executive roles. Some businesses have plans to diversify in the future, but such plans have not yet resulted in any significant number of African Americans in managerial or executive positions.

On the other hand, in government, specifically, the City of Madison, Dane County and the Madison Metropolitan School District, there have been real strides in recent appointments of African Americans to the top agency posts, such as the City of Madison Police Chief, Dane County Sheriff and Superintendent of Madison Metropolitan School District. However, most of the municipalities and the federal government have relatively few African Americans in professional or administrative positions.

As far as the schools across Dane County, the number of African American teachers is glaring and insufficient, even in the Madison Metropolitan School District.

The biggest take away from the report is that where African Americans are employed in business, they are predominantly in non-managerial positions. This pattern seems to be generally true across the other sectors we surveyed.

Even at the University of Wisconsin-Madison, a world class university, the number of African American professors and associate professors is smaller than would be expected.

A bright spot might be that in not-for-profits boards and staffs, we see greater African American advancement, as is the case on several of the school boards.

Success in attracting Black employees and students varies depending upon the employer's motivation to do so. That motivation has to come from the top down. The University of Wisconsin's football team, for example, has no trouble attracting Black athletes from across the country because it aggressively recruits and mentors them once they arrive on campus. Madison College, One City Learning, The Boys and Girls Club of Dane County, The YWCA, and The Urban League of Greater Madison all have recruited and maintained diverse staffs because of the value for diversity emphasized at the highest levels of their organizations. The United States Military, over time, has transformed itself from a racist institution to a national leader in promoting diversity and inclusion. Obstacles of location, salary, and institutional racism can be overcome by persistence, planning, empathy, and cultural competence at the executive level.

Unfortunately, what we see from the data is that African Americans are generally not getting key advancement or promotion in business and in many other sectors. This appears to be a problem that is pervasive in our community, despite the Madison Area being regarded by many as the #1 place to live in the country. Actions are needed to address this inequity

APPENDIX A

PURPOSE OF THE AFRICAN AMERICAN / JEWISH FRIENDSHIP GROUP

The purpose of the African-American/Jewish Friendship Group is:

1.To promote friendships, goodwill, trust and understanding between these two groups.
2. To learn from each other and enjoy each other's company.
3. To work on projects that make a positive difference in the Madison community.

In the fall of 1990, the Sternbergs had grown concerned about the obvious disharmony that was defining race relations in Madison. They decided to try to reach out and, if possible, to begin to build some bridges to bring groups of people together.

Initially, the South Madison neighborhood center and Beth Israel Center had representatives who were part of the group. Eventually the group expanded to include people from different Churches and Synagogues and some who were not affiliated with any religious institutions. Over the years, the group thrived and lasted for 11 years until the Sternbergs, who were the leaders of the group, departed from Madison

Some of the activities the group participated in were book club discussions, pot lucks, picnics, ice cream socials, going to the theatre together and concerts given by the choirs of the churches and synagogues, and even a masquerade ball that was a fundraiser for the South Madison neighborhood Center.

Three and a half years ago, the Sternbergs returned to Madison and revived the Friendship Group. Given all that is going on in the world, in our country and even in our very own city and state, restarting the group was both timely and of utmost importance.

In June, 2017, the Friendship Group held its first renewal gathering with tremendous attendance of at least 35-40 people, including some of the original Group and some who were new.

Since then, the Friendship Group Gatherings have been well attended and enthusiastic, and Gatherings have occurred approximately every six weeks. Scheduling is flexible according to the availability of the majority of folks.

Starting in 2017, the Group emphasized both the friendships and also projects to better race relations in Madison.

The Group has developed a proposal to make African American history an integral part of American History in all the schools in Wisconsin from Kindergarten thru 12th grade, and is working with State Representative LaKeshia Myers to introduce it in the State Legislature as a Statute when the Legislature reconvenes.

The Group sponsored the creation of two photographic prints of African American Luminaries, Willie Lou Harris and Reverend James Wright to be placed in the

Governor's suite of offices so that African Americans visiting the State Capitol would see leaders of their racial identity who are celebrated in their State Capitol.

The Friendship Group has grown and there are about 80 members, and about half of those are active on a regular basis.

Even during the Covid-19 Pandemic, the Group has had some of its most poignant Gatherings in a virtual Zoom format, where we discussed systemic racism and how some of our members have been the subject of blatant discrimination at different points in their lives. We also discussed anti-Semitism after the Sternbergs visited Auschwitz and other concentration camps. Trust has been built over the years and folks were able to discuss their experiences, feelings and ideas with honesty and openness.

Several members of the Group are working with Dane County and the City of Madison to create alternative approaches to incarcerating persons suffering from mental illness, and police being the main people they encounter when they are simply displaying the symptoms of their illnesses and at most, only committing minor violation of the law.

In addition, the group is discussing ways to register voters and get out the vote this November. The group has also talked about what we can do to help with the disparity and inequality in education here in Madison. Another committee is conducting a survey to collect data regarding Black representation in various positions at the University and major businesses in Madison.

This Group has boundless energy and motivation to improve the life of all people in Madison and around the State of Wisconsin.

APPENDIX B
Sample Message Sent to Businesses about the Survey

Your company was kind enough to provide your e-mail to receive this survey.

Many of us living and working in Madison and Dane County, and most of the employers in the area, are looking at issues of racial equity. A local multiracial group, the African American-Jewish Friendship Group, with support from the Mayor's Office, Dane County Executive's Office, United Way, the Urban League of Greater Madison, the NAACP of Dane county, two Black churches, and other community groups listed below, is trying to see where we are in the process of achieving racial equity.

Please take approximately 15-30 minutes to respond to the 7-question survey by **July 20, 2022.** This survey is **anonymous**.

If you have any questions about this initiative or the group leading it, the African American-Jewish Friendship Group, please contact me by replying to this message or sending a message to brthomad@gmail.com.

You can access the survey at this link:
https://forms.gle/1d7Qg8v6hnqW52Qk9
or you can paste the URL below into your browser:

https://docs.google.com/forms/d/e/1FAIpQLScrnteYdLQc-w4Y4fN8SxAH9qwrFZhHPwLBcN6T_2DaTdcjuQ/viewform?usp=sf_link

If you are interested in addressing diversity in your workplace, please contact a consultant. One who has had long experience working with corporations on these issues is:
Deborah Biddle, debbiddle@ppl-co.com at the People Company, website: ppl-co.com
The African American-Jewish Friendship Group has no affiliation with this consultant.

Respectfully,
The African American-Jewish Friendship Group's Survey Advisory Committee:
Richard Harris, Chair
Denise Gotautis
William Greer
Gerald Sternberg
Bruce Thomadsen

Supporters of the Survey
100 Black Men
Arbor Covenant Church
The Boys and Girls Club of Danes County
Community Shares of Wisconsin
Congregation Shaarei Shamayim
Dane County Executive's Office
The Jewish Federation of Madison
JustDane (Formerly Madison Urban Ministry)
Madison Mayoral Office
Mt. Zion Baptist Church
NAACP Dane County
Nehemiah Corporation
The United Way of Dane County
Urban League of Greater Madison
Wisconsin University Union

APPENDIX C
Responses to the Surveys Sent to Businesses

	Total Employees			Non-managerial		Management		Executive		Board of Directors		Plan for Diverse Workforce	
Timestamp	1. How many people do you employ?	2. How many of your employees are African American?	% African Americans	3. a. How many African Americans are employed in non-managerial positions?	3. b. What is their percentage of the total non-managerial group?	4. a. How many African Americans are employed in managerial positions?	4. b. What is their percentage of the total managerial group?	5. a. How many African Americans are employed in executive positions?	5. b. What is their percentage of the total executive group?	6. a. If your organization has a board of directors, how many of the directors are African American?	6. b. What is their percentage of your board?	7. a. Do you have a company-based plan for recruiting, hiring and supporting a diverse workforce?	7. b. If so, what is the job title and department of the person responsible for the planing implementation and monitoring?
2021/10/20 7:55:35	911	15	1.6	15		0		0		0		Yes	VP of Human Resources - HR Department
2021/09/11 8:20:39	850	15	1.8	15	2	0	0	0	0	0	0	No	Not Applicable
2021/09/09 9:46:58	600	225	37.5	220	40	5	8	0	0			Yes	Director of Talent Acquisition
2021/11/11 3:49:27	419	40	9.5	39		1	5	0	0	0	0	No	
2021/09/28 2:45:33	393	17	4.3	17	4	0	0	0	0	0	0	Yes	Director of HR and the Diversity, Equity and Inclusion Committee
2022/05/24 12:47:3	360	4	1.1	4	1	0	0	0	0	0	0	Yes	Recruiting Specialist, HR
2021/09/29 11:56:5	255	20	7.8	16		4	20	1	5	0	0	No	
2021/09/27 11:52:2	250	3	1.2	2	1	1	2	0	0	0	0	Yes	HR Director / Human Resources
2021/10/20 12:01:4	210	3	1.4	3	1.6	0	0	0	0	0	0	Yes	Director of Human Resources
2021/09/28 11:16:2	180	10	5.6	7	6.6	3	5.5	0	0	1	7.7	Yes	HR
2021/09/29 9:16:13	180	1	0.6	1	0	0	0	0	0	0	0	Yes	Director of Human Resources
2021/11/19 12:21:0	155	3	1.9	3	2	0	0	0	0	2	11	Yes	Chief People Officer- HR
2021/10/20 9:05:26	125	4	3.2	4		0		0		1		No	
2022/04/15 2:04:36	120	3	2.5	1	1	2	29	1	100	0	0	Yes	Director of Talent and Recruiting
2021/09/22 3:42:00	108	1	0.9	1	1	0	0	0	0	7	12	Yes	General Manager and Executive Director
2021/09/27 12:51:1	100	6	6.0	6	6	0	0	0	0	0	0	Yes	desk manager
2021/09/21 11:07:5	82	6	7.3	5		1						Yes	
2021/10/20 7:49:24	80	9	11.3	9	15	0		0	0	0	0	No	
2021/09/28 12:20:0	75	0	0.0	0	0	0	0	0	0	0	0	No	
2022/01/18 10:29:3	75	3	4.0	3	5	0	0					Yes	Company Culture - all management on board
2021/10/20 10:04:4	70	7	10.0	7	13	0	0	0	0	1	8	No	
2021/10/20 10:26:3	55	3	5.5	3	5.5	0	0	0	0	0	0	Yes	Director of community and culture
2022/06/22 9:43:50	55	1	1.8	0	0	1	25	0	0			No	
2021/09/12 4:49:09	49	2	4.1	2	5	0	0	0	0	0	0	No	
2021/09/16 10:02:1	44	0	0.0	0	0	0	0	0	0	0	0	No	
2021/10/20 12:01:0	41	0	0.0	0	0	0	0	0	0	0	0	Yes	HR Manager
2021/09/27 11:47:0	40	3	7.5	2	22	1	20	0	0	0	0	No	
2021/10/20 11:18:2	40	1	2.5	1	2	0	0	0	0			No	
2022/03/04 3:57:36	38	1	2.6	1	3	0	0	0	0	0	0	No	
2022/01/12 10:32:3	36	4	11.1	4	10	0	0	0	0	0	0	No	
2022/01/14 4:33:13	32	0	0.0	0	0	0	0	0	0			No	
2021/09/09 11:07:5	30	0	0.0	0	83	0	17	0	0	0	0	No	
2021/09/27 5:13:11	30	0	0.0	0	0	0	0	0	0	0	0	Yes	Human Resources
2021/10/05 1:37:24	30	1	3.3	1	3.33	0	0	0	0	0	0	Yes	DEI Committee Lead, Sales
2022/01/26 3:10:26	28	1	3.6	1	4	0	0	0	0			No	
2021/09/27 3:00:35	26	1	3.8	1	5	0	0	0	0	0	0	Yes	Managing Director
2022/03/30 2:18:11	25	0	0.0	0	0	0	0	0	0	0	0	No	
2021/09/27 2:00:32	22	6	27.3	4	80	2	20	1	10	1	0	Yes	
2021/09/09 8:59:48	20	1	5.0	1	5	0	0					No	
2021/09/27 11:53:2	20	0	0.0	0	25	0	0	0	0	0	0	No	
2021/10/20 8:28:17	20	4	20.0	4	20	0	0	0	0			Yes	
2021/10/05 2:41:06	17	0	0.0	0	0	0	0	0	0	0	0	No	
2022/02/22 9:10:15	16	0	0.0	0	0	0	0	0	0	0	0	Yes	VP-Finance
2021/10/04 11:27:5	15	0	0.0	0	0	0	0	0	0	0	0	No	Unknown.
2021/11/17 12:54:0	15	0	0.0	0	0	0	0	0	0	0	0	Yes	HR Consultant
2022/07/12 9:01:02	15	0	0.0	0	0	0	0	0	0	0	0	Yes	Director of Childcare
2021/09/09 4:47:03	14	0	0.0	0	0	0	0	0	0	0	0	No	
2021/09/09 9:47:55	13	1	7.7	1	10	0	0	0	0			No	
2021/11/11 4:05:16	13	0	0.0	0	0	0	0	0	0	0	0	Yes	Locally in Dane Co: Tom Hanley, Principal
2021/09/22 9:28:34	12	1	8.3	0	0	0	0	0	0	0	0	No	
2021/09/28 10:21:4	12	0	0.0	0	0	0	0	0	0	0	0	No	
2021/10/20 9:22:04	12	0	0.0	0	0	0	0	0	0	0	0	Yes	President
2021/10/20 9:42:29	12	2	16.7	2	22	0	0	0	0	0	0	No	N/A
2022/01/11 2:53:27	12	0	0.0	0	0	0	0	0	0	1	10	Yes	Three staff members are working on reporting our EEO efforts to the FCC.
2021/10/21 8:27:01	11	0	0.0	0	0	0	0	0	0	0	0	Yes	office manager
2021/09/27 3:28:42	10	9	90.0	8	100	1	100	1	50	0	0	Yes	Quality Manager
2021/11/24 12:54:0	10	0	0.0	0	0	0	0	0	0			Yes	HR
2022/02/06 6:29:04	10	0	0.0	0	0	0	0	0	0	0	0	Yes	Owner
2021/12/13 12:19:5	9	0	0.0	0	0	0	0	0	0	0	0	No	
2021/12/13 2:42:17	9	0	0.0	0	66	0	0	0	33	0	0	Yes	
2022/01/31 9:05:53	9	1	11.1	1	20	0	0	0	0	0	0	No	We are fully staffed at this time.
2021/09/27 4:05:35	8	0	0.0	0	0	0	0	0	0			No	N/A
2021/10/06 12:56:3	8	0	0.0	0	0	0	0	0	0			Yes	CFO
2021/10/21 12:11:3	8	0	0.0	0	0	0	0	0	0	0	0	No	
2021/11/18 12:23:4	8	0	0.0	0	0	0	0	0	0	0	0	No	
2021/09/29 12:06:5	7	0	0.0	0	0	0	0	0	0	0	0	No	We are a small start up company.
2022/01/26 5:50:58	7	0	0.0	0	0	0	0	0	0	0	0	Yes	Store Manager/District Trainer
2022/01/30 12:44:5	7	0	0.0	0	0	0	0	0	0	0	0	Yes	Business Owner
11/14/21	6	0	0.0	0	0	0	0	0	0	0	0	No	
2022/02/06 5:46:26	6	0	0.0	0	0	0	0	0	0			Yes	
2022/02/14 6:55:37	6	0	0.0	0	0	0	0	0	0	0	0	No	
2022/01/29 10:19:1	5	0	0.0									Yes	Founder
2022/05/23 11:27:1	5	0	0.0	0	0	0	0	0	0	0	0	No	na

2021/09/09 4:33:51	4	0	0.0	0	0	0	0	0	0	0	0	No	
2022/07/20 7:25:25	4	0	0.0	0	0	0	0	0	0	0	0	No	
2021/09/13 9:06:18	3	2	66.7	1	100	1	50	0	0	0	0	Yes	COO, Operations
2022/03/08 12:47:24	3	0	0.0	0	0	0	0	0	0	1	12.5	No	
2022/03/30 12:26:45	3	0	0.0	2	70	1	30	0	0	0	0	Yes	The owner creates and stands by a statement of an equal and diverse work force in all of our contracts and it is expected to be followed and respected at all times.
2021/09/13 12:01:18	2	0	0.0	0	0	0	0	0	0	2	40	Yes	Executive Director
2021/09/27 3:31:08	2	0	0.0	0	100	0	0	0		0	0	No	
2022/01/28 1:08:58	2	0	0.0	0	0	0	0	0	0	0	0	No	
2022/03/08 1:30:53	2	0	0.0	0	0	0	0	0	0	0	0	No	
1/11/22	1	0	0.0	0	0	0	0	0	0	0	0	No	
1/11/22	1	0	0.0	0	0	0	0	0	0	0	0	No	
2021/11/17 2:23:28	1	0	0.0	0		0		0		0		No	

	Total Employees			Non-managerial		Management		Executive		Board of Directors		Plan for Diverse Workforce
	1. How many people do you employ?	2. How many of your employees are African American?	% African Americans	3. a. How many African Americans are employed in non-managerial positions?	3. b. What is their percentage of the total non-managerial group?	4. a. How many African Americans are employed in managerial positions?	4. b. What is their percentage of the total managerial group?	5. a. How many African Americans are employed in executive positions?	5. b. What is their percentage of the total executive group?	6. a. If your organization has a board of directors, how many of the directors are African American?	6. b. What is their percentage of your board?	7. a. Do you have a company-based plan for recruiting, hiring and supporting a diverse workforce?
A. Sum of Column	6634	440		418		24		4		17		
B. Average of column	78.0	5.2	4.9	5.0	11.0	0.3	4.2	0.0	2.6	0.2	1.5	40 yes
C. Median of column	16	0	0	0	0	0	0	0	0	0	0	45 no
D. Percent from Sum No. AA/Sum of Total for category			6.6									

APPENDIX D
Answers to the Employment Questions for Municipalities

	Population	Total Employees			Non-professional		Professional		Administrators		Council			Plan for Diverse Workforce		
Municipality	% African American	Total Employees	No. African American	% African American	No. African American	% African American	No. African American	% African American	No. African American	% African American	Total on Council	No. African American	% African American	Present	Title Respon-sible	Department
1	6.6	3395	295	9	178	9	117	8	5	17	20	7	35	Yes	Affirmative Action Manager	Civil Rights
2	7.6	439	22	5	16	6	4	3	2	6	7	0	0	Yes		HR and administration in partnership with Urban League
3	0.9	322	0	0	0	0	0	0	0	0	12	0	0	No		
4	8.2	278	5	2	0	0	5	3	0	0	9	1	11	yes	HR Manager	All Depts
5	5.1	255	2	1	2	1	0	0	0	0	9	0	0	Yes	HR Manager	HR
6	1.6	210	1	0	1	1	0	0	0	0	7	0	0	No		
7*	0.6	199									7	1	14	Sort of	Director	Admin. Services
8	1.6	165	1	1	0	0	1	8	1	8	7	0	0	Yes	Nehemiah	Administrator
9*	3.7	162			0		0				9	1	11	No		
10	1.3	135	0	0	0	0	0	0	0	0	7	0	0	Yes	Village Admin	
11*	3	130	0	0	0		0		0		7	1	14	In Process	Village Admin	
12	0.1	99	2	2	0		0	0	0	0	7	0	0	Yes		Committee
13	0.9	43	0	0	0	0	0	0	0	0	5	0	0	No		
14	2.6	26	0	0	0	0	0	0	0	0	8	0	0	No		
15	0.4	17	0	0	0	0	0	0	0	0	5	0	0	No		
16	0.2	9	0	0	0	0	0		0	0	3	0	0	No - Equal Op	Treasurer	
17	0.9	4	0	0	0	0	0	0	0	0	5	0	0	No		
18**	0.6										7	0	0			

*Data not collected by municipality
**Municipality did not respond

	Total Employees			Non-professional		Professional		Administrators		Council			Diversity Plan
	Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	Total on Council	No. African Americans	% African American	Present
A. Sum of column	5888	328		197		127		8		134	11		9 yes; 8 no
B. Average of column*	346	22	1.3	12	1.3	8	1.7	1	2.2	8	1	5.0	
C. Median of column*	162.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0	
D .Average for category			5.6									8.2	
E. Average of % not including Madison	Avg of column (Row B)		0.8									3.2	
	Avg of category (Row D)		1.3									3.5	

*Of collected by municipality

APPENDIX E

Statistical Analyses of the Correlation between a Diversity Plan and the Percentage of the Workforce that is African American for Businesses, Municipalities and Public Schools

Bussines	Total Employees			Non-managerial		Management		Executive		Board of Directors	
	Total Employees	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American	No. African Americans	% African American
B. Average of column	78.0	5.2	4.9	5.0	11.0	0.3	4.2	0.0	2.6	0.2	1.5
p value	0.183	0.300	0.113	0.292	0.316	0.130	0.149	0.232	0.082	0.106	0.142

Municipalities	Total Employees			Non-professional			Professional			Administrative			Council		
	Total Employees	No. African Americans	% African American	Total Non-professional	No. African Americans	% African American	Total Profes-sional	No. African Americans	% African American	Total Admini-strators	No. African Americans	% African American	Total on Council	No. African Americans	% African American
B. Average of column	346.4	21.9	**1.3**	203.2	12.3	1.3	124.0	7.9	1.7	5.7	0.5	2.2	8	1	5.0
p-value	0.188	0.249	**0.031**	0.237	0.224	0.097	0.236	0.228	0.057	0.102	0.105	0.097	0.204	0.287	0.322

Public Schools	Student			Total Employees			Non-professional			Professional			Teachers			Administrative			Board of Education		
	Total Students	No. African Americans	% African American	Total Employees	No. African Americans	% African American	Total Non-professional	No. African Americans	% African American	Total Professional	No. African Americans	% African American	Total Teachers	No. African Americans	% African American	Total Admini-strators	No. African Americans	% African American	Total Board	No. African Americans	% African American
B. Average of Column	7025.0	757.0	6.0	1154.0	60.0	3.0	388.0	39.0	6.0	712.0	15.0	1.0	569.0	8.0	1.0	38.0	6.0	9.0	8	1	12.0
p-value	0.515	0.342	0.404	0.342	0.341	0.439	0.340	0.356	0.423	0.419	0.286	0.173	0.363	0.299	0.227	0.514	0.423	0.571	0.829	0.572	0.464

Significance would be taken as $p \leq 0.05$ at the 95% confidence level

For only two categories (in darker yellow), the percent African Americans in the total workforce ($p=0.031$) and in professional positions (pushing the value a bit at $p=0.57$), both for municipalities, do the p-values indicate likely correlation between a diversity plan and the category.

Pale yellow highlights indicate categories where the t-test p-values are approximately 0.1, which, while not conventionally taken as statistically significant, is interesting and may indicate some connection between a plan and some improved performance in those areas. That being noted, the percentages are still low compared with the African American populations.

It is also interesting that many of the categories with the highest percentage of African Americans appear *not* to be connected with a plan.

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