

**John Jay College of Criminal Justice
New York, New York
EXECUTIVE ORDER 11246
AFFIRMATIVE ACTION PLAN (AAP)**

September 1, 2017– August 31, 2018

(Reporting year: July 1, 2016 – May 31, 2017)

PARTS I-VIII:

AAP FOR MINORITIES AND WOMEN

PART IX:

AAP FOR INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

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This is plan is available for public review at:

<http://www.jjay.cuny.edu/cuny-affirmative-action-program-and-recruitment-monitoring>

and at the college campus, 524 West 59th Street, Harran Hall, Rm. 622T, New York, NY 10019

The College has prepared this document in Accessible PDF format, available upon request. Please inform the Chief Diversity Officer Silvia Montalban, via the contact information above, if you require assistance with reading this document due to a disability.

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I. INTRODUCTION

This report is the annual update of the Affirmative Action Plan (AAP) required by federal regulations for women and federally designated racial/ethnic groups as well as covered Veterans and Individuals with Disabilities.

Date of Record for employee census	June 1, 2017
Plan Reporting Year (basis for historical data)	July 1, 2016 – May 31, 2017
Plan Program Year (basis for planned programs)	September 1, 2017 – August 31, 2018

Note that beginning with this AAP, the University adjusted the Plan Reporting Year to July 1, 2016 – May 31, 2017. Customarily, the AAP reporting year was a timeframe of July 1 to June 30.

This Plan is available for public review at
<http://www.jjay.cuny.edu/cuny-affirmative-action-program-and-recruitment-monitoring>
and at the college campus, 524 West 59th Street, Harran Hall, Rm. 622T, New York, NY 10019.

The College has also prepared this document in Accessible PDF format, available upon request. Please inform the Chief Diversity Officer Silvia Montalban at smontalban@jjay.cuny.edu or at 646-557-4409, if you require assistance with reading this document due to a disability.

A. COLLEGE OVERVIEW

John Jay College of Criminal Justice is an internationally recognized leader in educating for justice, committed to the advancement of justice and just societies with a specialized mission in criminal justice, forensic studies, public service and related areas. Our institution has also evolved into a liberal arts college that enriches the entire learning experience by highlighting themes of justice across the arts, sciences, humanities, and social sciences and has expanded its curricular offerings through bachelor's and master's degrees and doctoral programs of the Graduate School of the City University of New York.

The College offers baccalaureate degrees, the Bachelor of Arts and the Bachelor of Science, which include new liberal arts majors: English, Economics, Global History, Gender Studies, Philosophy, Law & Society, and continues to offer majors in international criminal justice, police studies, correctional studies, criminal justice administration, criminology, deviant behavior, government, judicial studies, public administration, legal studies, fire science, forensic psychology, forensic science, security management, and computer information systems applied to these fields. Certificate Programs in Dispute Resolution and in Alcohol and Substance Abuse Studies are also offered.

In addition to its majors, the College offers a variety of programs that permit students to concentrate on particular aspects of a field of study, among which are Africana Studies, Latin American & Latina/o Studies and Women and Gender Studies. An extensive internship program combines classroom instruction with supervised practical experience in government agencies and private organizations.

John Jay College also offers masters level degrees in Criminal Justice, Public Administration, Forensic Psychology, Forensic Science, Forensic Computing, Forensic Mental Health Counseling, International Crime and Justice and Protection Management. These masters programs complement baccalaureate degree study and often lead to doctoral study.

The City University of New York Ph.D. Program in Criminal Justice prepares students for teaching, research and policy development careers. The program is located at John Jay College and is administered by the Graduate School and University Center. Required courses and an array of electives are taught by John Jay faculty and faculty from other senior colleges of The City University of New York. The program is unique, encouraging the development of scholarship and theory and their application in a variety of settings, which reflect the institutional, political, and social contexts of criminal justice. The City University of New York also offers a Ph.D. in Forensic Psychology. This doctoral program is housed and administered at John Jay College. There are two subprograms, a clinical forensic subprogram and an experimental subprogram. The program educates students both to provide professional psychological services to and within the law enforcement field and the criminal and civil justice systems and to contribute to the development of knowledge in the field. Upon completion, students are eligible to apply for state licensure as psychologists.

John Jay College also offers programs that reach well beyond its campus and local environs to foster the exchange of ideas and mutual cooperation with practitioners, educators, researchers and policy makers from around the world.

John Jay College is accredited by the Middle States Association of Colleges and Secondary Schools and is a member of the Council of Graduate Schools in the United States. The College is an institutional member of the National Association of Schools of Public Affairs and Administration (NASPAA). John Jay College is a federally designated Hispanic-Serving Institution (HSI) and is one of the nation's top four-year colleges in terms of Hispanic student representation. Additionally, John Jay programs are registered with the New York State Education Department.

A. HISTORY

In the mid 1950s, civic leaders and the New York City Police Department became increasingly aware of the growing complexity of police work, not only in the internal administration and operation of the department, but also in the ongoing relations between police and the community. In response to these concerns, a Police Science Program was established in 1954 at the then Baruch School of Business and Public Administration of City College. This program emphasized a strong liberal arts curriculum as the basis of a sound police education.

Over the next decade, the program grew substantially attracting larger and larger numbers of students. By 1964, a special committee convened by the Board of Higher Education recommended the establishment of an independent degree granting school of police science. The College of Police Science of The City University of New York (CUNY) was thus established and in September 1965 it admitted its first class of students.

Within a year, it became clear that the name assigned to the College did not adequately represent the mission of the College. In recognition of its broad education objectives in the process of criminal justice, development of leadership and emphasis on professional achievement in public service, the college was renamed John Jay College of Criminal Justice, in honor of the first Chief Justice of the U.S. Supreme Court.

Today, a thriving, urban, multicultural institution and a senior college of CUNY, John Jay attracts motivated students of proven achievement who have the intellectual acuity, commitment to public service and social justice in order to confront the challenges of crime, justice, and public safety in a free society. Their ability and drive, along with the superb, professional education for which John Jay is known, have established the College's national and international reputation for excellence in criminal justice and public service education.

B. MISSION

John Jay College of Criminal Justice of the City University of New York is a liberal arts college dedicated to education, research, and service in the fields of criminal justice, fire science, and related areas of public safety and public service. It strives to endow students with the skills of critical thinking and effective communication; the perspective and moral judgment that result from liberal studies; the capacity for personal and social growth and creative problem solving that results from the ability to acquire and evaluate information; the ability to navigate advanced technological systems; and the awareness of the diverse cultural, historical, economic, and political forces that shape our society.

The College is dedicated to fostering an academic environment, to promoting the highest quality of undergraduate and graduate study, to promoting and protecting academic freedom, to promoting scholarship and encouraging research, especially in areas related to criminal justice and public service. The breadth and diversity of scholarship at the College reflect our continuing commitment to innovative analyses, interdisciplinary approaches, and global perspectives. The College offers its students a curriculum that balances the arts, sciences, and humanities with professional studies. It serves the community by developing graduates who have the intellectual acuity, moral commitment, and professional competence to confront the challenges of crime, justice, and public safety in a free society. It seeks to inspire students, faculty, and staff to the highest ideals of citizenship and public service.

C. ORGANIZATION CHART

Appendix A displays an organization chart for academic year 2016 – 2017.

II. NON-DISCRIMINATION AND AFFIRMATIVE ACTION POLICIES

As a part of The City University of New York, a public university system, the College adheres to federal, state, and city laws and regulations regarding non-discrimination and affirmative action including among others, Executive Order 11246, as amended, Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Section 402 of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, as amended and the Age Discrimination Act of 1975, the New York State Human Rights Law and the New York City Human Rights Law. The "protected classes," delineated in Executive Order 11246 include American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Women. Updated federal guidelines further expanded these protected classes to include two or more races.

CUNY has posted its policies and procedures on non-discrimination, sexual misconduct, and affirmative action on its website.

[Click for CUNY's Policies \(www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html\)](http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html)

A. THE UNIVERSITY'S POLICY ON EQUAL OPPORTUNITY AND NON-DISCRIMINATION

The City University of New York ("University" or "CUNY"), located in a historically diverse municipality, is committed to a policy of equal employment and equal access in its educational programs and activities. Diversity, inclusion, and an environment free from discrimination are central to the mission of The University.

It is the policy of the University—applicable to all colleges and units— to recruit, employ, retain, promote, and provide benefits to employees (including paid and unpaid interns) and to admit and provide services for students without regard to race, color, creed, national origin, ethnicity, ancestry, religion, age, sex (including pregnancy, childbirth and related conditions), sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, status as a victim of domestic violence/stalking/sex offenses, unemployment status, or any other legally prohibited basis in accordance with federal, state and city laws.

It is also the University's policy to provide reasonable accommodations to applicants, employees and other persons on the basis of disability, religious practices, pregnancy or childbirth-related medical conditions, or status as victims of domestic violence/stalking/sex offenses.

This policy also prohibits retaliation for reporting or opposing discrimination, or cooperating with an investigation of a discrimination complaint.

B. THE UNIVERSITY'S POLICY ON AFFIRMATIVE ACTION

The University's overall policy on Affirmative Action, dated 5/28/1985, is part of CUNY's Manual of General Policy.

ARTICLE V FACULTY, STAFF AND ADMINISTRATION

Policy 5.04 - Affirmative Action:

RESOLVED, That the Board of Trustees of the City University of New York reaffirms its commitment to affirmative action and directs the Chancellor and the colleges to reemphasize the taking of the

positive steps that will lead to recruiting, hiring, retaining, tenuring, and promoting increased numbers of qualified minorities and women. (Board of Trustees Minutes, 1985-05-28, Section 6,C)

C. THE UNIVERSITY'S POLICY ON SEXUAL MISCONDUCT

The Policy on Sexual Misconduct (effective 1/1/2015, amended 10/1/2015) addresses sexual harassment, gender-based harassment and sexual violence. It states:

Every member of The City University of New York community, including students, employees and visitors, deserves the opportunity to live, learn and work free from sexual harassment, gender-based harassment and sexual violence. Accordingly, CUNY is committed to:

- 1) Defining conduct that constitutes prohibited sexual harassment, gender-based harassment and sexual violence;
- 2) Providing clear guidelines for students, employees and visitors on how to report incidents of sexual harassment, gender-based harassment and sexual violence and a commitment that any complaints will be handled respectfully;
- 3) Promptly responding to and investigating allegations of sexual harassment, gender-based harassment and sexual violence, pursuing disciplinary action when appropriate, referring the incident to local law enforcement when appropriate, and taking action to investigate and address any allegations of retaliation;
- 4) Providing ongoing assistance and support to students and employees who make allegations of sexual harassment, gender-based harassment and sexual violence;
- 5) Providing awareness and prevention information on sexual harassment, gender-based harassment and sexual violence, including widely disseminating this policy, and implementing training and educational programs on sexual harassment, gender-based harassment and sexual violence to college constituencies; and
- 6) Gathering and analyzing information and data that will be reviewed in order to improve safety, reporting, responsiveness and the resolution of incidents.

D. COLLEGE POLICY

It is the policy of the College to recruit, employ, retain, promote, and provide benefits to employees and to admit and provide services for students without regard to race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender identity, marital status, disability, genetic predisposition or carrier status, alienage, citizenship, military or veteran status, unemployment status or status as victim of domestic violence. Our policy is reaffirmed by the College President annually.

Appendix B contains a copy of the annual Reaffirmation Letter.

III. RESPONSIBILITY FOR IMPLEMENTATION

While the entire College community participates in creating an inclusive community, the College has designated specific responsibilities to enable the implementation of Affirmative Action programs.

A. PRESIDENT

The President has primary responsibility to lead and oversee implementation of Affirmative Action and diversity programs and assure compliance with federal, state, and city laws, rules and regulations as well as City University of New York policies. In this area of responsibility, the President:

- Designates personnel responsible for aspects of Affirmative Action, diversity, and compliance, including a Chief Diversity Officer (CDO), 504/ADA Coordinator and Title IX Coordinator, and ensures responsible personnel have the authority, staff, and other resources to successfully implement their assigned responsibilities.
- Communicates a commitment to equal employment opportunity programs and issues an Annual Re-Affirmation supporting affirmative action, diversity and equal opportunity (see copy of *Re-Affirmation Letter* in **Appendix B**.)
- Submits required reports to University offices and external parties as needed.

B. CHIEF DIVERSITY OFFICER

The President has designated Silvia Montalban, Esq., Director of Compliance and Diversity, as the Chief Diversity Officer (CDO). As the President's primary designee, the CDO:

- Provides confidential consultation related to discrimination/harassment complaints and investigates and resolves complaints;
- Distributes relevant policies, notices and revisions; ensures integration into training programs, search committee orientations, websites, and other media (e.g., Policy on Equal Opportunity, Non-Discrimination, and on Sexual Misconduct; Affirmative Action Policy; Contact Information for the CDO, Title IX Coordinator and 504/ADA Coordinator);
- Prepares and communicates Affirmative Action Plan (AAP) reports and evaluates the impact of specific initiatives and affirmative action programs overall;
- Collaborates with human resources and consults with search committees and hiring managers on recruitment and selection, overseeing search plans and effective recruitment/selection strategies to promote a diverse workforce and that serve to ensure employment practices, such as recruitment, hiring and retention are fair and non-discriminatory;
- Assures the College's participation in university-wide initiatives promoting diversity and inclusion and furthers the College's commitment to promote inclusiveness and diversity in the College community

C. COLLEGE OFFICIALS

College Officials - executives, department chairpersons, managers, and supervisors - are crucial partners in the equal employment/affirmative action program. They help ensure compliance with the College's affirmative action policy, foster an inclusive environment, and assist in developing, maintaining, and implementing the Affirmative Action Plan.

D. COMMITTEE(S) ON DIVERSITY AND INCLUSION

The College has a standing committee advising the President in formulating and implementing affirmative action policy; reviewing the impact of any policies on the College governance plan; developing and implementing strategic diversity plans and promoting College programs to reflect pluralistic values and goals.

Committee members in this Plan Year were:

Faculty:

Maureen Allwood, Associate Professor, Psychology
Avram Bornstein, Associate Professor, Anthropology
Rodrick Colvin, Associate Professor Public Management
Daniel DiPrenda, Adjunct Lecturer Law & Police Science
Cheryl Franks, Associate Professor, SEEK
Delores Jones-Brown, Professor, Law & Police Science [Retired beginning January 2017]
Susan Kang, Assistant Professor, Political Science
Carmen Kynard, Associate Professor, English
Silvia Mazzula, Assistant Professor, Psychology
Kevin Nadal, Associate Professor, Psychology
Jodie Roue, Associate Professor, Latin American/Latino/a Studies

Staff:

Michael Martinez-Sachs, Assistant Vice President and Dean of Students (**Chair of the Committee**)
Silvia Montalban, Director of Compliance and Diversity
Rulisa Galloway-Perry, Chief of Staff, Office of the President
Sylvia Lopez-Crespo, Director of Financial Aid
Raj Singh, Assistant Vice President for Administration
Mayra Nieves, Senior International Officer
Danielle Officer, Director of the Center for Student Involvement and Leadership

Students:

Brian Carvajal
Rondell Holland
Laura Rubio
John Eric Li Ilawan

E. UNIVERSITY MANAGEMENT

The University's Office of Recruitment and Diversity reports summary statistics to senior management on a quarterly basis. These reports include both university-wide and college-specific data. The University posts these reports on-line and can be accessed here:

http://www2.cuny.edu/about/administration/offices/hr/diversity-and-recruitment/#cuny_workforcedeomographics

F. FACULTY DIVERSITY STRATEGIC PLAN

The College has developed overall strategies and goals for implementing Affirmative Action practices related to the hiring and promotion of diverse faculty. The Faculty Diversity Strategic Plan (FDSP) addresses recruitment, retention, and the impact of organizational climate on faculty. This process began with a University-wide initiative starting in 2011. Each College has developed a corresponding plan for 2013–2018, and updates the plan annually. It is available at: <http://www.jjay.cuny.edu/diversity-initiatives>

IV. WORKFORCE ANALYSIS

The Workforce Analysis is a review of protected groups (gender and ethnicity) organized by department/unit and presented by job title in descending hierarchical order as defined by CUNY's university-wide reporting systems.

The source for this review and all subsequent data is an extract from CUNY's system of record, CUNYFirst, with an effective date of June 1, 2017 (i.e., full-time employees either active or on paid leave as of June 1). This analysis omits individuals not identified as CUNY employees, such as individuals employed by CUNY's Research Foundation and student workers. We created the data extract on July 24, 2017.

In keeping with its commitment to its equal employment opportunity and affirmative action policies, John Jay College continues to be exemplary in the employment, promotion, and retention of a diverse, multi-cultural, multi-ethnic work force. Women and minorities represent a significant percentage of its employees. **As of June 1, 2017, the College had a full-time, permanent workforce of 1015 employees**, compared 980 in the prior reporting period. Women represent 54% of the full-time workforce; the total number in the female category is 553, an increase from 525 reported from June 30, 2016. Minorities represent 53% of the total workforce; the total number of protected ethnic/racial group members is 543, an increase from 511 reported from June 30, 2016.

To evaluate representation by race/ethnicity, we use federally mandated categories of Asian, Black/African American, and Hispanic. As employees who identify as American Indian/Alaska Native or Hawaiian/Native Pacific Islander comprise less than two percent of both CUNY's workforce and the local population, they are included in the Total Minority category, as are persons identifying with Two or More Races. Individuals identifying as Hawaiian/Native Pacific Islander are included in the Asian category.

All employees have identified a gender and have also self-identified with a race/ethnicity. Therefore, the College is able to include all employees in the workforce analysis as well as in corresponding protected groups based on the self-disclosure by the employees.

We use the Workforce Analysis to review overall representation of females or minorities by organizational unit (division and/or department) and by title/rank within organizational unit. The Workforce Analysis Report is a large document available for review upon request.

V. JOB GROUPS, DISCIPLINES, AND LABOR MARKET AVAILABILITY

We base further analyses on assigning the workforce to groups of similar jobs. Further, we analyze faculty by instructional program (discipline) and college laboratory technicians by general purpose.

A. JOB GROUPS

We develop job groups (or Affirmative Action Units) by grouping similar job titles based on duties, qualifications, and other conditions of employment. The University reviews job groupings as titles, job duties, or conditions of employment change. Table 1 lists the current roster of job groups in use at the University.

For this plan year, the University conducted an in-depth review and we have listed material changes below (Table 2). In some cases, there is an impact on year-to-year comparisons but it appears long-term the results will be more relevant to recruiting and retaining and diverse workforce.

Appendix C presents the College's job groups, title assignments, and summary staffing. It also includes details on calculations of Labor Market Availability.

It should be noted that per University practice the President of the College is not counted in the total college workforce.

Table 1
Roster of University job groups with college staffing, 6/1/17

Category	Group	Total Staffing	Females	Minorities
Executive/Administrative/Managerial	Administration 1 (Executives)	21	12	6
	Administration 2 (Managers)	149	106	79
	Facility Manager	7	2	3
	IT Computer Manager	4	1	3
	Security Manager – Asst Dir	1	0	1
Professional - Faculty	Faculty- Professorial	358	174	108
	Faculty- Lecturer	44	19	18
Professional – Non-Faculty	Accountant/Purchasing Agent	4	3	4
	Administration 3 (General Admin)	179	130	120
	IT Computer Professional	26	7	22
Administrative Support Workers	Accountant Assistant/Purchasing Assist.	3	3	3
	Administrative Assistant - CAA	8	8	8
	Office Assistant - COA	36	32	32
	Mail Services Worker	5	0	4
	Basic Crafts-Buildings and Grounds	8	0	6

Category	Group	Total Staffing	Females	Minorities
Craft Workers and Related				
	Laborers and Helpers	14	0	12
	Skilled Trades	20	0	5
	Skilled Trades-Supervisor	1	0	1
Technicians	Administration 4 – CLTs (Although here they are actually separated)	12	9	7
	Broadcast/Media	5	1	2
	Engineering Technician – Interior designer	1	1	1
	IT Support Technician	5	3	5
	Print Shop	7	1	5
Service Workers	CPO Level 1	37	18	35
	CPO Sergeant – CPS Ser - CSS	11	2	8
	Custodial	43	20	39
	Custodial Supervisor	6	1	6

Table 2
Changes in Job Group Structure, 2016-2017

Title	Change
Senior Registrar, Registrar, Architectural Intern, Engineering Intern, Elevator Starter, CUNY Technical Support Aide, Multi Color Press Camera Operator, College Computer Photo Typesetter, CUNY Secretarial Assistant, CUNY Technical Support Aide, Office Aide, Campus Security Officer Level 2, Campus Peace Officer Level 3	Removed titles retired from CUNY system or marked “incumbent only” with no remaining incumbents
CUNY START Instructor CUNY CLIP Instructor	Added as full-time titles in 2017; assigned to a new “Developmental Faculty” job group
Business Data Analyst	Introduced last year, but has seen substantial hiring and may appear in analyses for the first time
Laborer, Maintenance Worker, Electrician Helper, Steamfitter Helper, Plumber Helper	Moved from Skilled Trades to a “Laborers and Helpers” job group consistent with duties and accepted occupational categories
Computer Specialist	Split into separate groups consistent with duties and accepted occupational categories: “IT Computer Professional” and “IT Support Technician”

Title	Change
Administrative Superintendent of Buildings and Grounds and Chief Administrative Superintendent of Buildings and Grounds	Combined into a “Facilities Manager” job group given overlap in job duties

B. FACULTY AND COLLEGE LABORATORY TECHNICIANS

We also analyze faculty utilization by academic program or discipline within job group. The University identifies programs using the U.S. Dept. of Education “Classification of Instructional Programs” and each College/Unit assigns their academic departments. On an exception basis, we calculate a blended labor market availability that crosses programs. The only systemic adjustment made to disciplines this year was that in adding CUNY START and CUNY CLIP Instructors, a “Developmental Education” group was added, and some faculty in related programs were assigned to this group.

We analyze College Laboratory Technicians by general purpose. We previously assigned them to as many as six separate groups. Assignment to specialized groups was losing its relevance and differences in labor market availability between groups were minimal. We now assign College Laboratory Technicians to one of two groups, based on assigned department: College Laboratory Technicians in Science, Technology, and Engineering, and College Laboratory Technicians - Other.

Appendix D details the academic program assignments used at the College for Faculty and College Laboratory Technicians.

C. LABOR MARKET AVAILABILITY

Consistent with federal requirements, Labor Market Availability is the benchmark used to analyze utilization of protected groups. It represents the proportion of each protected group available for employment in the labor market from which we recruit.

The University calculates availability by job group and discipline, based on internal and external factors. The internal labor market is an estimate of eligible employees on a promotional path into a job group. The external labor market uses location and qualifications of individuals available for employment, typically an education factor and a geographic factor. Educational data comes from “earned degrees conferred” information from the U.S. Department of Education and other information comes from the *American Community Survey* of the U.S. Census (2007 - 2011). Geographic factors may be National (generally for highest-level positions and faculty), Regional (the four-state region of New York, New Jersey, Pennsylvania, and Connecticut), or Local (New York City).

CUNY updated labor market availability figures as part of a review conducted every other year. Most notable is that where post-secondary degree is a factor, we adjusted the date of degree conferred from 2011-2012 to 2013-2014. We also made some adjustments to account for changes in internal promotion eligibility.

Appendix C (previously referenced) lists availability factors and weightings.

VI. UTILIZATION ANALYSIS (BY PROTECTED CLASS AND JOB GROUP)

A. DESCRIPTION AND RESULTS OF UTILIZATION ANALYSIS

The College reviewed its employee population by Job Group and protected class by comparing the job group incumbency to the Labor Market Availability pertinent to that job group. Analyses for groups of fewer than five employees are omitted due to limited reliability.

We assess differences between the workforce and the general labor market (availability). We report “underutilization” when significantly fewer minorities or women are employed than we would reasonably expect given availability (i.e., greater than 20% difference). We calculate this difference in terms of full-time equivalent employees.

Where there is underutilization for females or minorities, the College uses the underutilization figure as a Placement Goal for the recruitment and/or promotion with the job group.

Table 3 (following pages after this section) summarizes the employees assigned to each job group, their underutilization, and a comparison of underutilization to that reported in the prior year (where relevant given changes in employee groupings).

Appendix E provides detail for each individual Job Group/Affirmative Action Unit and Academic Program/Category (Faculty and College Laboratory Technicians).

(Insert Table 3 in pages following this page).

B. DISCUSSION OF UTILIZATION, UNDERUTILIZATION, AND PLACEMENT GOALS

A number of concurrent factors may influence changes in underutilization and it is not always possible to pinpoint an exact cause.

The fact that the University updated job groupings and Labor Market Availability for this plan year might influence findings for some groups, although typically these changes are not major. Employee turnover and opportunities to hire may also influence findings, especially with smaller groups.

The College or the University is not equipped with institutional capacity and tools to assess each program's direct impact on underutilization. Analysis of the data is based on annual comparison of overall utilization in an affirmative action unit, which may be comprised of more than one department. The College continues to make due diligence to address underutilization among staff and faculty recruitment. Of note, in the 'total minority category,' the College successfully eliminated the underutilization rate for the only two job categories for which it had any underutilization in 2016: The AAU *Executive/Administrative/Managerial's* 2016 rate of 1 was eliminated in 2017 and the AAU *Service Workers and Others'* rate of 2 was eliminated in 2017. Also of note, an abrupt increase of faculty underutilization in "Homeland Security, Law Enforcement, Firefighting, etc." department is attributed to reorganization of that department in 2016 – 2017 calculation by the University. Thus that changed the composition of the AAU.

A detailed breakdown of the changes in underutilization is documented in the below table.

A collection of concurrent factors influence fluctuation in underutilization rate across the job categories. In the last reporting period, the College had an increase in new hires which changed the total full-time workforce from 980 from the prior reporting period to 1015 total employees in this reporting period and on the June 1, 2017 date of record for the employee census for proposes of this Plan. The Office of Compliance and Diversity, through the Chief Diversity Officer (CDO) makes good faith efforts by implementing a systematic recruitment protocols that are aligned with CUNY's search process requirements. The CDO's Office, in fulfilling its responsibility to monitor fairness in recruitment efforts and hiring, engages in an extensive interactive process. Namely, the CDO confers with HR and the hiring department regarding any targeted recruitment and outreach efforts in order to increase the likelihood that all job applicant pools will yield a diverse array of qualified candidates. The CDO reviews postings for non-discriminatory language and logs each recruitment effort for posted positions. The CDO's office charges all search committees to ensure that search committee members are aware of underutilization information and diversification commitment of the College. The search committees receive guidance on the CUNY recruitment procedure and on recent relevant legislation and interview guidelines. The search committee is apprised of the incumbency status, as compared to labor market availability, and underutilization data of any protected groups within the job group.

Additionally, multiple departments engage the community and provide ad-hoc trainings with the goals to increase awareness of discriminatory hiring practices, knowledge of inclusive recruitment strategies and tools to overcome unconscious biases and underutilization. Below are some examples of such initiatives:

In May 2017, the Office of Compliance and Diversity (CDO) in partnership with the College's Committee on Diversity and Inclusion organized an on-campus City of New York-Department of Citywide Administrative Services (DCAS) workshop on ***Structured Interviewing and Unconscious Bias Course***. HR, faculty, staff and

department directors attended the training which focused on inclusive recruitment practices, including comprehensive job descriptions, candidate assessment protocol, strategies to minimize implicit bias and attract diverse talent.

Building on the success of earlier dialogue around workforce diversification, the Office of Academic Affairs will be raising attention to this issue at the upcoming Faculty Development Day (FDD) in August 2017 focusing on ***Best Practices for the Recruitment and Retention of an Anti-Racist Multicultural Workforce***.

- To maximize outreach, the Office of Academic Affairs will organize a second half-a-day workshop on September 8, 2017 targeting search committee participants on the same topic. Approximately, 50 to 60 attendees are expected.

Through these ongoing dialogues, the College has been driving positive change in underutilization by developing an overall climate for inclusiveness in a diverse workforce.

VII. OTHER ANALYSES

A. PERSONNEL ACTIVITY

As per the Federal *Uniform Guidelines on Employee Selection*, we analyze personnel actions for potential adverse impact (i.e., personnel selections at a substantially different rate for underrepresented groups). We review this data by job group.

Any conclusions related to this data should take into account the fact that this is the first year in which we are presenting this data by job group, as the data was previously reviewed by EEO-6 category. This year we also updated definitions of job actions to coordinate with data categories assigned by our system of record, CUNYFirst.

Appendix F provides detail on personnel activity for incumbent employees.

F-1	Job Actions by Job Group and Ethnicity
F-2	Job Actions by Job Group and Gender
F-3	Faculty Tenure Actions by Department, Title, and Ethnicity
F-4	Faculty Tenure Actions by Department, Title, and Gender

We compare changes in title between reference dates (this year, between July 1, 2016 and June 1, 2017), adding individuals who did not remain employed for an entire plan year. The reports track hires and other actions on the basis of when the change occurred (effective date), not the date it was approved (which for some jobs might have occurred in the previous plan year).

The table below details the types of employment activity captured. Many personnel actions involve leaving one job group to take a position in another group and are reported as a combination of a separation and a hire (i.e., an employee is noted as having left one group and having joined another group). Other types of status changes, including a change from Substitute, Acting, or Temporary status to regular status, are noted but not included in counts of hires and separations.

Of particular interest is Tenure, a permanent status granted to faculty and College Laboratory Technicians. Lecturers are eligible for a Certificate of Continuous Employment (CCE). Individuals are eligible after meeting service requirements, and professorial faculty are subject to an additional review process. Departmental and College-wide Personnel and Budget Committees (P&B) review applications and present recommendations to the

President, who recommends candidates to the CUNY Board of Trustees. The majority of individuals reported for this year received tenure/CCE status effective on September 1, 2016. College Laboratory Technicians generally receive tenure automatically following a given number of years of service and are not included in the Tenure Report.

Table 4

Personnel Actions

Category	Activity	Definition
Joined Group	Employee has joined a job group to which they did not belong as of the prior census date.	
	Hire	Employed at the college for the first time, or re-hired after a break in service. May include employees who previously worked at another CUNY College or elsewhere in government service and individuals appointed through the Civil Service Transfer Roster process.
	Advanced from a Lower Group	Employee joined job group by taking a new job that would normally be considered a career advancement. This is counted as a hire in the new group, and a separation in the old group.
	Joined Executives from Faculty	Considered neither a career advancement nor other change, when a faculty member leaves a faculty appointment to join the Executive ranks. Normally he/she retains tenure in the faculty appointment and may return to it eventually.
	Joined Faculty from Executives	Considered neither a career advancement nor other change, when a faculty member returns to a faculty appointment after serving in Executive ranks.
	Joined/Transferred from Other Group	Other change, such as a job change which represents a change in career direction, or where there is no stated or implied career advancement.
Left Group	Employee has left a job group they were part of as of the prior census date.	
	Separation	Employee has left employment in the College, whether or not he/she has moved to another CUNY College.
	Separation within plan year	Employee was hired and separated from College within the same plan year (counted as both a Hire and a Separation)
	Left to Advance to Higher Group	Employee left job group by taking a new job that would normally be considered a career advancement.
	Left Executives to Return to Faculty	Considered neither a career advancement nor other change, when a faculty member returns to a faculty appointment after serving in Executive ranks.

Category	Activity	Definition
	Left Faculty to Move to Executives	Considered neither a career advancement nor other change, when a faculty member leaves a faculty appointment to join the Executive ranks. Normally he/she retains tenure in the faculty appointment and may return to it eventually.
	Left Group – Other Title Change (Not Advancement)	Other change, such as a job change which represents a change in career direction, or where there is no stated or implied career advancement.
Move Within Job Group	Employee has a title change but has not changed job group.	
	Advanced Within Group	Employee has taken a higher title within the group. This might be a higher level of the same title (e.g., IT Assistant Level 1 to IT Assistant Level 2) or a higher job title (e.g., IT Assistant to IT Associate).
	Title Change Within Group-Other (Not Advancement)	Employee has taken another title with a job group where there is no stated or implied career advancement.
Status Change	Employee has a change in the status of their appointment. <u>Note in previous years, some status changes were treated as a combination of a separation and a hire;</u> however the employee never changed job title or duties. Beginning with this report we will note that change in status separately from hire/separation status.	
	Regular Status to Acting-Substitute Status	Employee was a regular employee as of the prior census date but has taken a position with a substitute status, most likely as a trial period in a higher title.
	Acting-Substitute Status to Regular Status	Employee was a substitute employee as of the prior census but has been granted a regular status, most often through a search process.
	Temporary to Regular Appointment	Generally applies only to Civil Service employees, where employee has moved from a temporary (3-month) assignment to one of the standard Civil Service regular appointment categories (non-competitive, provisional, or probable permanent).
	Visiting Faculty to Regular Status	A member of the Visiting faculty has taken a regular faculty appointment (e.g., Visiting Assistant Professor to Assistant Professor)
	Visiting Faculty to Substitute Status (Rare)	A member of the Visiting faculty has taken a substitute appointment, either as a substitute faculty member or a substitute Research Associate.

Category	Activity	Definition
Tenure Actions	Actions related to the granting or denial of tenure to faculty members. May include Tenure or Certificate of Continuous Employment (CCE), a status granted to certain non-professorial faculty titles. Tenure actions are reported by Department, not job group, however, the job title is reported in the chart.	
	Awarded Tenure	Awarded Tenure or CCE following a review process.
	Hired with Tenure	Upon initial hire, granted tenure. Generally due to having a tenured status at a previous institution.
	Denied Tenure	Tenure denied after a review process. If a job title is not provided, this indicates employee has left CUNY employment.

B. RECRUITING ACTIVITY

Recruiting and selection take place within an established process that is designed to promote both effectiveness and diversity. Prior to posting a position, the Chief Diversity Officer (CDO) reviews and approves the posting language from the standpoint of any requirements that may impose bias. In most cases, the CDO also creates and/or reviews a Search Plan outlining intended methods of outreach for the position.

Many hiring projects are conducted by a diverse Search Committee, particularly searches for faculty, administrators, and executives. The Office of CDO provides an orientation to committee members on effective selection practices, including practices aimed at reducing the potential for bias in selection and underutilization. The Office of CDO charges each search committee with information on recruitment practices, maintaining proper documentation, interview questions, references the underutilization rate of the Affirmative Action Unit (AAU) and how it must inform broad recruitment outreach efforts.

The CDO reviews the applicant pool for sufficient representation and certifies the pool prior to a review by the committee. The CDO reviews the list of individuals selected for interviews, and at the end of the recruiting process, approves the entire search.

Unlike the Utilization Analysis, which compares employee data to labor market availability, the standard in evaluating recruiting data is “Impact Analysis”: whether females and minorities have a selection rate at least 80% of the selection rate of males and whites. The CDO also typically reviews applications from the standpoint of labor market availability prior to certifying the applicant pool.

Appendix G summarizes recruiting, by job group, data based on currently available information about searches that were noted as officially concluded with a job offer between July 1, 2016 and May 31, 2017.

Note that for some job groups, notably faculty, there is a time gap between offers issue date and start dates. For recruiting reviews, we track timing on the basis of the close of the search (accepted job offer). Also, we report on all searches resulting in an offer, regardless of whether the search is cancelled at some point after an offer is made.

Currently, applicant categories follow the *Internet Applicant Rule* and consist of:

Applicant	Qualified individual submitting an application for a specific position
Interview	Selected for an interview, and interviewed (did not withdraw)
Offer/Hire	Selected for the position

In the normal conduct of business, the Chief Diversity Officer reviews demographic data for individual searches/job postings. As job searches are performed by many units throughout the organization, data at that level is the most useful in making real-time adjustments to recruiting and outreach plans in order to assure diverse, qualified applicant pools. The Chief Diversity Officer may require additional outreach prior to proceeding with selection and/or interviews should there be a concern that applicant pools are not sufficiently diverse.

The actions completed during the previous 12 months are summarized as follows:

Many factors have changed which make it difficult to analyze the data this year. One of particular importance is the changes to the availability rate, the increase in hires and the addition of Substitute hires which are an interim measure to meet staffing demands before recruitment is conducted.

Recruitment efforts do not include Substitute titles thus appointments of substitutes are not monitored by the CDO. Also John Jay College's Office of Human Resources was not utilizing the TAM feature in CUNYFirst which is why we have Offers and Hires at the same rate of interviews.

1. There were a total of 58 recruitment searches (some for multiple positions in one posting).
 - a. Those searches yielded 5,817 applicants (including those searches that failed/cancelled).
 - b. 602 API, 1,970 Black, 1,335 Hisp, 185 TorM, and 1,725 Not Minority (which includes unknowns).
 - c. 2,998 were females, 2,219 were Males and 600 unknowns for a total of 5,817.
 - d. 117 were Veterans and 66 Unknown – We didn't analysis this group because it is new and have no frame of reference for comparison.
 - e. 242 self-identified as having a disability and 63 unknown - We didn't analysis this group because it started last year but still do not have a frame of reference for comparison.
3. 6 out of the 58 were cancelled or failed
4. There were 69 total new hires

This is a breakdown of job groups in which there was recruitment:

Key:

API= Asian/Other Pacific Islander

B/AFAM = Black/African American

Hisp = Hispanic/Latino

OM = Other Minority (Two or More and American Indian)

TM = Total Minority

NM = Not Minority

Administration 1 – There were two separations (2 males, white) during this reporting period and 2 new hires.

***John Jay College HR did not implement CUNYFirst TAM feature, as a result, data on total number of interviews offered is not comprehensive. The Data is only available for the total number of offers extended**

Applicants 153 (5 API, 51 B/AFAM, 24 Hisp, 4 OM, 84 TM, 70 NM)
Interviewed and Offers = 2 (1 B/AFAM, 1 Hisp) *
Not Offered = 151 (5 API, 50 B/AFAM, 23 Hisp, 4 OMN, 82 TM, 69 NM)
Females 74, Males 69, Unknown 10
Females Interviewed/Hired 1, Males Interviewed/Hired 1
Not Offered: Females 73, Males 68, Unknown 10

Administration 2 – There were 8 separations during this reporting period and 9 new hires. There was no significant UU in 2016 in this category.

Applicants 631 (50 API, 196 B/AFAM, 125 Hisp, 14 OMN, 385 TM, 246 NM)
Interviewed and Offers = 9 (2 B/AFAM, 3 Hisp, 1 OM, 6 TM, 3 NM)*
Not Offered = 622 (50 APP, 194 B/AFAM, 122 Hisp, 13 OM, 379 TM, 243 NM)
Females 316, Males 245, Unknown 70
Females Interviewed/Hired 6, Males Interviewed/Hired 3
Not Offered: Females 310, Males 242, Unknown 70

Administration 3 – There was notable increase (17%) in hiring for this job group between 2016 (153 staff) and 2017 (179 staff). Please note that this Job group has a consistent year over year UU of 8 for API. The College's efforts should concentrate on attracting more candidates for this category. Strategies may include informing search committees of the UU rate as outreach efforts.

Applicants 3,789 (417 API, 1,211 B/AFAM, 875 Hisp, 132 OM = 2,635 TM, 1,154 NM)
Interviewed and Offers = 29 (1 API, 6 B/AFAM, 2 Hisp, 2 OM, 11 TM, 18 NM)*
Not Offered = 3,760 (416 API, 1,203 B/AFAM, 871 Hisp, 130 OM, 2,620 TM, 1,137 NM)
Females 2,363, Males 1,061, Unknown 362
Females Interviewed/Hired 20, Males Interviewed/Hired 6, 3 unknown
Not Offered: Females 2,343, Males 1,055, Unknown 359

Broadcast/Media Technicians

Applicants 80 (11 API, 19 B/AFAM, 12 Hisp, 2 OM = 44 TM, 36 NM)
Interviewed and Offers = 1 (0 API, 0 B/AFAM, 0 Hisp, 0 OM = 0 TM, 1 NM)*
Not Offered = 79 (11 API, 19 B/AFAM, 12 Hisp, 2 OM, 44 TM, 35 NM)
Females 16, Males 56, Unknown 8
Females Interviewed/Hired 0, Males Interviewed/Hired 1
Not Offered: Females 16, Males 55, Unknown 8

Custodians – There was a substantial increase in hires in this job group between 2016 (33 staff) and 2017 (43 staff). Of the 4 new hires, half were females. While there are no UU in the "Custodial" group year over year, there is 1 UU in 2017 in the "Custodial Supervisor" group.

Applicants 775 (29 API, 425 B/AFAM, 231 Hisp, 24 OM = 709 TM, 66 NM)
Interviewed and Offers = 7 (0 API, 3 B/AFAM, 4 Hisp, 0 OM, 7 TM, 0 NM)*
Not Offered = 771 (29 API, 424 B/AFAM, 228 Hisp, 24 OM, 705 TM, 66 NM)
Females 146, Males 527, Unknown 102

Females Interviewed/Hired 2, Males Interviewed/Hired 1, Unknown 1
Not Offered: Females 144, Males 526, Unknown 101

Faculty – There was a decrease in faculty hires from 365 in 2016 to 358 in 2017 and Lecturers from 46 to 43.

Applicants 163 (36 API, 14 B/AFAM, 16 Hisp, 3 OM = 69 TM, 94 NM)
Interviewed and Offers = 4 (1 API, 0 B/AFAM, 1 Hisp, 0 OM = 2 TM, 2 NM)*
Not Offered = 159 (35 API, 14 B/AFAM, 15 Hisp, 3 OM = 67 TM, 92 NM)
Females 52, Males 86, Unknown 25
Females Interviewed/Hired 3, Males Interviewed/Hired 1
Not Offered: Females 49, Males 85, Unknown 25

It Professionals – There were no UU in this job group.

Applicants 193 (47 API, 47 B/AFAM, 48 Hisp, 4 OM =146 TM, 47 NM)
Interviewed and Offers = 1 (0 API, 1 B/AFAM, 0 Hisp, 0 OM, 1 TM, 0 NM)*
Not Offered = 192 (47 API, 46 B/AFAM, 48 Hisp, 4 OM, 145 TM, 47 NM)
Females 29, Males 149, Unknown 15
Females Interviewed/Hired 0, Males Interviewed/Hired 1
Not Offered: Females 29, Males 148, Unknown 15

Skilled Trades – There is 1 UU in Black/AA category. The College has to enhance its efforts to attract more diverse candidates for interviews/hires for this group.

Applicants 33 (7 API, 7 B/AFAM, 4 Hisp, 2 OM, 20 TM, 13 NM)
Interviewed and Offers = 1 (0 API, 0 B/AFAM, 1 Hisp, 0 OM, 1 TM, 0 NM)*
Not Offered = 32 (7 API, 7 B/AFAM, 3 Hisp, 2 OM, 19 TM, 13 NM)
Females 1, Males 24, Unknown 8
Females Interviewed/Hired 0, Males Interviewed/Hired 1
Not Offered: Females 1, Males 23, Unknown 8

C. COMPENSATION

The University develops and manages pay plans according to title and/or bargaining unit. These include an Executive Compensation Plan (ECP), Faculty and Non-Teaching Instructional Staff Pay Schedules, and Classified Civil Service Plans for Managerial Personnel, Non-Managerial Staff, and Skilled Trades. Plans are subject to bargaining unit contracts, Civil Service regulations, New York City Comptroller's Determinations, and/or University policy, and these factors sometimes limit the flexibility of the pay plans.

The University reviews policies such as:

- Setting of Starting Salaries
- Performance-Based Pay
- Pay Increases Upon Promotion
- Tracking of Compensation Decisions
- Document Retention Practices
- Assignment of Overtime/Additional Assignments.

We also review salaries by job group and title and evaluate areas where there is a discrepancy of 5% or more based on average salary as well as a material number of employees.

The Director of Compliance and Diversity, in her capacity as Chief Diversity Officer, and the Vice President for Administration, who represents Human Resources, discussed compensation best practices and areas of risk with members of the President's Executive Staff, which consists of the Vice Presidents, on June 21, 2017. In addition, Vice President for Administration had met with the rest of the Executive staff to discuss the Executive Compensation Program (ECP) on June 20, 2017.

VIII. ACTION-ORIENTED PROGRAMS

In this section, we assess the programs over the prior year from the standpoint of the findings in the previous sections of this report. We evaluate how the College has, or has not, achieved its goals. We identify future programs and activities in light of the coming year's goals.

A. IMPLEMENTATION OF THE 2016– 2017 AFFIRMATIVE ACTION PROGRAM

Table 3 (previously referenced) and the discussion of the previous section summarize prior year goals and accomplishments in addressing underutilization.

The Chief Diversity Officer (CDO) conducts the following activities to promote management's participation in the Affirmative Action programs:

- Meets regularly with President, members of President's Cabinet to discuss compliance and diversity outreach issues
- Meets with Department Chairs, and Hiring Managers to discuss hiring issues such as diversifying applicant pools, addressing unintended bias, and meeting compliance requirements
- Designs and implements programs/remedies to promote the attainment of placement goals
- Oversees the College's recruitment and advertising programs to assure appropriate outreach to underrepresented groups.
- Reviews and approves plans to conduct searches to fill job vacancies, both faculty and administrative

Moreover, each year the College promotes diversity through a program of events. Among the activities to promote diversity, the College sponsored the following in support of Affirmative Action as well as creating a climate of inclusion.

There were approximately 75 recruitment searches conducted during 2016-2017 and, thus, approximately that many committees were charged. These were slightly fewer searches, approximately 60 in academic year 2015-2016. The topics covered in a search committee charge include recruitment practices, maintaining proper documentation, interview questions, references the underutilization rate of the Affirmative Action Unit (AAU) and how it must inform broad recruitment outreach efforts.

Additionally, as required of the College's Faculty Diversity Strategic Plan (FDSP), a multi-year strategic

plan outlining multiple goals and action items around three major goals: Recruitment, Retention and Improve Climate, the CDO's Office maintains close communication with the College's HR, the Office of Academic Research, and the Provost's Office to monitor progress and effectiveness on faculty-targeted programs. Using qualitative data, the CDO's office submits a detailed progress annually to the University for approval. The CDO's Office ensures that the FDSP and respective progress reports are available to College community through an internal employee-facing intranet and on the College's website: <http://www.jjay.cuny.edu/diversity-initiatives>. Several notable programs undertaken in 2016 – 2017 have been highlighted in Table 5, Section A.

Table 5
Summary of Campus Programs, 2016-2017

Item	Program / Effort	Impact/Discussion
#1	<p>Faculty Development Day (FDD)</p> <p>Semi-annual Faculty Development Day (FDD) are held in August and January. In 2016 and 2017, FDD concentrated on addressing issues raised by the COACHE survey and the COACHE working group report, which brought forward concerns from faculty of color.</p>	<p>The full-day event offers professional development workshop with the goal to prepare faculty on campus resources as well as diversity pedagogy. January FDD focused on issues related to implicit biases. The College plans to continue on its success around FDD participation and will continue to offer targeted programming that support diversity.</p>
#2	<p>Disability Awareness and Resources in an Inclusive Workplace</p> <p>The CDO/ 504/ADA Coordinator developed “Disability Awareness and Resources in an Inclusive Workplace” training in Summer 2016 and held two following trainings on September 2016 and May 2017. along with support and contribution from the Committee on Diversity and Inclusion member, HR Benefits Manager, Students Accessibility Officer, and the College's Military & Veterans Services Manager.</p>	<p>The training was designed to train front-line staff on their awareness of disability issues in the workplace. The pilot training was conducted among directors who may support dissemination of the information to their staff. The objective of the broader initiative was to minimize cases of discrimination and enhance an inclusive workplace environment and awareness of general ADA policies. The CDO's office along with support from HR plans to deliver similar training in future.</p>
#3	<p>The Junior Faculty Mentorship Program (JFMP)</p> <p>The Associate to Provost for Faculty created this new program in 2016/2017 which is open to junior faculty with a concentrated effort to recruit Black, Hispanic and Asian/Pacific Islander faculty.</p> <p>The mentors received training and a handbook with a section on “Considerations for Effective Mentorship across Gender/Race/Ethnicity” adapted from Columbia University's Guide to Best Practices in Faculty Mentoring. In addition to one-on-one mentoring, program includes four workshops on (1) building research networks (2) Form C (3)</p>	<p>The Program has 9 mentors and 9 mentees and may grow in upcoming year.</p> <p>There are substantial industry best practices recommendations for higher education institutions to develop mentoring programs that support faculty of color. This growing program aims to cultivate a network of professional and emotional support for the College's faculty. This initiative is one of the original goals of the College's Faculty Diversity Strategic Plan (FDSP).</p>

Item	Program / Effort	Impact/Discussion
	successful teaching (4) choosing service strategically.	
#4	<p>Structured Interviewing and Unconscious Bias (DCAS Course) on-campus training</p> <p>The interactive professional development workshop focused on inclusive recruitment practices, including comprehensive job descriptions, candidate assessment protocol, strategies to minimize implicit bias and attract diverse talent.</p>	<p>15 employees, including HR managers, faculty, CDO's Office staff, Dean of Students, Associate Provost of Faculty, and Director of International Studies Program attended the half-day training.</p> <p>The short-term goal is to overcome unconscious biases that generate unconstructive work environment for employees. The long-term intended outcome is to introduce new processes and practices that will help attract diverse qualified talent and eliminate underutilization.</p>
#5	<p>Reception for faculty of color in September 2016</p> <p>As a result of the COACHE Working Group Report findings, Academic Affairs held a reception celebrating the special contributions to the College made by faculty of color.</p>	<p>38 faculty attended the celebratory reception which overall garnered positive feedback. Recognition of the contributions made by minority groups help foster equity and an inclusive work environment.</p>

Item	Program / Effort	Impact/Discussion
#6	<p>Disrupting Implicit Bias Working Group</p> <p>TLC created a new working group that met during fall 2016 semester. The group sponsored a workshop at FDD in January 2017 for 15 additional faculty members.</p>	24 faculty met throughout fall 2016 to discuss ways to address implicit bias in teaching and institutional life. Such dialogues help accomplishing FDSP and AAP's larger missions around diversity, inclusion and retention.
#7	<p>Professional Development Opportunities for Faculty/ Grant writing workshops</p> <p>-TLC held two workshops on moving from Associate Professor to Full Professor.</p> <p>-The Office for Academic Research and TLC jointly sponsored a year-long grant writing seminar series (eight sessions).</p>	<p>-27 faculty attended the workshops which were geared to faculty's retention strategy - 20 professors who were paired with eight grant-writing mentors during the year-long seminar series with the goal of submitting at least one grant proposal this year. This series will be offered again in the 2017-18 academic year. These efforts are part of a broader strategy to establish an institutional professional support resource and support faculty's scholarly agenda.</p>
#8	<p>CUNY Faculty Fellowship Publication Program (FFPP)</p> <p>The CDO's Office, Teaching and Learning Center, and Academic Affairs make diligent efforts to reach a diverse pool of faculty on opportunities available to them for professional growth recognizing that publication of academic works is one of the key criteria for advancement.</p>	In 2016 – 2017, three John Jay College faculty members were selected for FFPP.
#9	<p>CUNY Diversity Projects Development Fund (DPDF)</p> <p>DPDF provides funding for College research and/or educational activities related to traditionally underrepresented groups.</p>	Across the University, John Jay College faculty body submitted the second highest number (14) of proposals to 2016 – 2017 DPDF. Compared to last year, the number of winning faculty doubled from three to six this last year. Faculty's endeavors around cultural competency, equity and inclusion directly support's the College's mission around a climate of inclusion.
#10	<p>Circulate information on Diversity Hiring</p> <p>On an ongoing basis, Academic Affairs disseminates information to 11 Faculty Chairs and their P&B Committees that were hiring this year on how to increase diversity in faculty hiring that would proactively support the College's Hispanic Serving Institution (HSI) identity.</p> <p>The CDO's office actively circulates CUNY Diversity and Recruitment Policy.</p>	<p>The College makes due diligence to address employee underutilization by increasing awareness of the current issue and industry best practices that can diversity employee recruitment.</p> <p>Long-term goals include increasing accountability around diverse talent.</p>
#11	<p>Systematic Implementation of Search Committee Protocol</p> <p>The CDO's Office thoroughly incorporates CUNY</p>	Search Committees are regularly provided with information and best practices with the objective to garner a diverse pool of

	Office of Recruitment and Diversity's Search Committee Guidelines in all recruitment search procedures by monitoring job descriptions, offering search committee trainings and by posting supporting resources on the College's website.	applicants and apply fair review practices.
#12	Transgender Inclusion Training The LGBTQ Task Force and the College's Committee on Diversity and Inclusion sponsored the on-campus training on November 2016 with Callen Lorde Community Health Center.	<p>Nearly 60 staff, students and faculty attended the highly engaged training. There have been multiple anecdotal requests for similar training increase employees' awareness of inclusive practices.</p> <p>The Committee on Diversity and Inclusion plans to coordinate similar training in 2017-2018 academic year.</p>
#13	Safe Zone Training (1.0 and 2.0) The College's Counseling Department offers the training for staff and faculty to build their capacity around creating an inclusive space for LGBTQ community members on campus. Safe Zone 2.0 training focuses specifically around transgender inclusiveness. The trainings are facilitated in small groups (maximum 20 participants) to ensure maximized interaction.	<p>The CDO's Office Coordinated a Safe Zone 1.0 training in February 2017 consisting of 17 faculty and staff. Based on the positive outcome of this training, the Director of Financial Aid coordinated the same training for her respective department.</p> <p>61 staff and faculty have been trained to-date since 2015.</p> <p>The intended outcome is to minimize cases of discrimination in the workplace and in the classroom.</p>
#14	Queer Lunch Series (Fall/Spring) The College's LGBTQ Task Force coordinated monthly lunch series with the goal to lead dialogue around issues important to the LGBTQ community.	<p>The series focused on a wide range of discussion, including "Experiences of Queer People of Color and the importance of mentorship at JJC."</p> <p>Based on the initiatives' positive reception, the LGBTQ Task Force plans to continue this program if budget permitted.</p>
#15	Race and Disability Talk The Diversity Committee coordinated a talk on May 2017 with activist Mark Travis Rivera to raise awareness intersection of multiple identities and the challenges faced by minorities with disability and address stereotypes biases.	<p>28 staff, faculty and students attend the talk.</p> <p>As a result of this event, SEEK organized an additional talk with Mr. Rivera seeing its success and the need for such inclusive dialogue.</p>
#16	Movie Screening and Panel Discussion on Homophobia/ LGBTQ Film Festival Through collaboration between the student group LGBTQ and Allies, the Diversity Committee and the LGBTQ Task Force, the College coordinated a movie screening of the documentary "PUZZLES: When Hate Came to Town" along with panel discussion with the director in Fall 2016.	<p>This event garnered substantial attendance (nearly 60) especially given the tragic incident that took place in Orlando Florida last year the night club Pulse.</p> <p>There are no immediate plans to re-screen the film, however, the DVD is available for future events.</p>

#17	Knowledge-sharing scholarly initiatives The Center of Policing Equity sponsored the College's <i>Justice Nerd Lecture Series</i> - -- a public forum on research practice related to race and policing.	Over 20 lectures with field experts took place between Fall 2016 – Spring 2017. The College proactively offers scholarly events to foster engagement of faculty on current policies and support professional growth and positive retention.
#18	CUNY Climate Assessment Focus Groups In April 2017, the CDO's Office through support from Academic Affairs coordinated an on-campus focus group consisting of staff and faculty and a separate session for students.	18 faculty and staff attended the highly engaged discussion that was supervised by third-party researcher. The climate assessment monitoring initiative is expected to generate independent data on the campus's climate needs.
#19	2017 CUNY Faculty Diversity and Inclusion Conference Biennial conference in March 2017 focused on effective strategies designed to promote equity and access for the benefit of the University, its faculty, staff, and students.	John Jay College Associate Professor of Sociology Janice Johnson Dias, Ph.D. was a speaker in the panel No Longer at the Margins: Black Women's Practice and Performance of Social Justice. College Diversity Committee member, Dr. Cheryl Franks in collaboration with SEEK Director Dr. Nancy Velazquez-Torres also submitted a proposal to present in the same conference.
#20	2016 NYC EEO, Diversity & Inclusion Colloquium A full-day colloquium including roundtable conversation with public EEO specialists and CDOs.	The CDO and the Diversity and Inclusion Initiatives Coordinator attended the 2016 Colloquium in October to further knowledge on national best practices in public institution for advancing inclusive recruitment.
#21	Faculty Diversity Dialogue on May 16, 2017	CDO Silvia Montalban and Associate HEO, Adjunct Associate Professor, SEEK, Cheryl Franks, who is also a Diversity Committee member attended the Faculty Diversity Dialogue on May 16, 2017 sponsored by Office of Recruitment and Diversity to engage in University-wide efforts to advance diversity.
#22	Faculty Diversity Partner Program CUNY's proposal to develop a program to assist in enhanced faculty search committee efforts on each campus.	There was a strong response from John Jay College to CUNY's request for faculty volunteers. The CDO's Office submitted over 10 names to CUNY. This initiative aims to use faculty's support in eliminating department-specific underutilization.
#23	Distribution of Affirmative Action policies to Leadership The College's Title IX Coordinator/ Director of	The Director presented to the HEO Council and Council of Chairs on these topics as part of an ongoing efforts for workplace diversity.

	Compliance and Diversity continues to present on College's policies on affirmative action and EEO to administrative leaders.	
#24	Wide dissemination of open positions The College makes continuous efforts to diversify applicant pool by advertising all positions on the College website, CUNY-wide and external job search engines. To address issues of any underutilization, Academic Affairs manages recruitment for open positions through systematic advertising and outreach to Historically Black Universities and Hispanic Serving Institutions (HIS) with doctoral programs that correspond to openings. Additionally, faculty and staff positions are posted with the New York State Department of Labor, HigherEdjobs.com, Diversejobs.net, naaap.org (National Association of Asian American Professionals) and aaastudies.org (Assoc for Asian American Studies).	The College is not equipped with the tools to assess its outreach efforts' direct impact on underutilization in job groups. There are some indications that underutilization rates are improving. Of note, in the 'total minority category,' the College successfully eliminated underutilization rate to zero for the only two job categories for which it had any underutilization in 2016: Executive/Administrative/Managerial (2016 – 1; 2017 – 0) and Service Workers and Others (2016 – 2; 2017 – 0).

B. TARGETED PLANS FOR THE 2017-2018 AFFIRMATIVE ACTION PROGRAM

In this section, we affirm the College's placement goals and key initiatives for the coming year.

Table 3 (previously referenced) summarizes Affirmative Action goals to address specific areas of underutilization.

Table 6

Planned Campus Programs, 2017-2018

Program / Effort	Goals/Expected Impact
Faculty Development Day (FDD) 2017 FDD which was held in August 24, 2017 focused on diversity recruitment and implicit biases through the following sessions: <ul style="list-style-type: none"> - <i>Best Practices for Recruiting and Retaining a Diverse Faculty</i> - <i>What's in A Name? Embracing Our Identity as a Hispanic-Serving Institution</i> - <i>Changing the Narrative about Our Students: Disrupting Implicit Bias</i> 	The College continues to build on its success around FDD participation and leverage the momentum around interest in policies that will shift composition of faculty body for greater institutional diversity.
Best Practices for the Recruitment and Retention of an Anti-Racist Multicultural Workforce Academic Affairs will be hosting a half-day	The targeted training will be directed to search committee members (between 50 and 60 participants). The expected outcome would be to introduce institutional best practices for inclusive recruitment and retention policies in higher

Program / Effort	Goals/Expected Impact
workshop on September 8, 2017 with Dr. Cheryl Franks and Jean Howard, former Vice Provost of Diversity and Faculty Inclusion at Columbia.	education.
Faculty Diversity Partner Program CUNY's proposal to develop a program to assist in enhanced faculty search committee efforts on each campus.	The CDO's Office submitted names of faculty volunteers to CUNY in Spring 2017. The goal of this targeted pilot initiative would be to develop a partnership between the CDO's Office and faculty to eliminate underutilization in specific departments.
Employee Diversity Campus Climate Survey Following the robust participation by students in the College-wide diversity campus climate survey, the Committee on Diversity and Inclusion has drafted a survey for employees to conduct similar assessment.	The objective of the survey would be to garner quantitative data on employee perspective and satisfaction around diversity practices and campus climate. This would allow the College to develop strategic initiatives founded on data.
"Understanding Relationships of Power in Organizations" and "Power Conscious Leadership in Higher Education Administration" The CDO's Office, Committee on Diversity and Inclusion in partnership with the Provost's Office has planned a targeted training on November 3, 2017, for the College's senior leaders with industry expert from USC Race and Equity Center.	The Cabinet consisting of 40 directors, VPS, and the President are expected to be trained as a result of this first-ever leadership training with the UFC Race and Equity Center. The objective is to develop a holistic culture of institutional equity and raise awareness to tools to overcome systematic barriers for inclusion. With increased knowledge, the goal is to adopt long-term approaches that would enhance an inclusive workforce and College community.
Reducing Racism in College Classrooms The CDO's Office, Committee on Diversity and Inclusion in partnership with the Provost's Office has planned a second targeted training on November 3, 2017, for the College's faculty with trainer from USC Race and Equity Center.	This training will be promoted by Academic Affairs in partnership with the Diversity Committee to garner robust participation from faculty. Based on feedback from a training in May, the workshop has been organized for 1.5hrs and developed with a customized curriculum for faculty to develop their capacity at increasing equity in the classroom.
Queer Lunch Series The College's LGBTQ Taskforce along with sponsorship from multitude College departments will continue to offer this workshop series in 2017 – 2018 academic year.	The ongoing series aims to cultivate an environment of inclusiveness for employees and students.

C. ONGOING ACTIVITIES IN SUPPORT OF AFFIRMATIVE ACTION

The College's Action-Oriented programs benefit from University-wide recruitment, diversity, and compliance programs. The University:

- Sends job postings to State Workforce Agencies and Veterans' career centers

- Maintains consolidated advertising programs, including job boards serving Veterans, Individuals with Disabilities, women, and underrepresented groups, and a participation in a national network dedicated to higher education recruiting;
- Maintains social media accounts for recruitment and employment branding;
- Promotes University-wide Civil Service examinations;
- Publishes guides and training materials on effective and compliant search practices
- Provides training and ongoing updates to Chief Diversity Officers.

Recruitment policies support developing diverse applicant pools through:

- Required posting of open positions and of Civil Service Notices of Exam. Typical faculty vacancies are posted for 60 days and administrative vacancies are posted for 30 days
- Collection of all applications into a single automated system where pre-established screening practices relevant to the specific function may be applied
- A job application process where all candidates are automatically invited to self-identify race/ethnicity, gender, veteran status, or disability status; information is kept confidentially and used to analyze the composition of applicant pools
- A committee recruiting process by which a diverse team evaluates candidates according to consistent criteria and job-related interview questions
- An annual survey of newly appointed employees to identify potential areas of concern in how the College communicates with its candidates.

As previously mentioned the Chief Diversity Officer posts and distributes notices of non-discrimination policies, changes in regulations, and similar compliance information, and makes the Affirmative Action Plan available for public inspection. The CDO also integrates compliance information into training programs for faculty, students, and staff.

Ongoing activities sponsored by the College supporting affirmative action include:

- Ongoing oversight by the Chief Diversity Officer including required review of Search Plans, certification of applicant pools, and review of search outcomes.
- The College makes continuous good faith efforts to recruit women and minorities by advertising all positions on the College website and CUNY-wide. In addition, faculty and staff positions are posted with the New York State Department of Labor, ChronicleCareers.com, HigherEdjobs.com, Diversejobs.net, naaap.org (Association for Asian American Studies) and aaastudies.org (National Association of Asian American Professionals) to address underutilization in certain job groups. From time to time, in support of efforts to recruit more diverse faculty and professional staff, positions have been advertised for a fee via the Online Diversity Job Fair which AcademicCareers.com hosts periodically usually in November in the form of a large database of diverse faculty, doctoral students, and professionals, including those who specialize in Science & STEM. Using push-technology AcademicCareers.com alerts them of jobs in the Online Diversity Job Fair.
- The Office of Compliance and Diversity has three web pages:
 - (1) the department's comprehensive webpage:
<http://www.jjay.cuny.edu/cuny-affirmative-action-program-and-recruitment-monitoring>
 - (2) a webpage specifically dedicated to the CUNY Accommodations Policy:
<http://www.jjay.cuny.edu/cuny-accommodations-policy>

(3) the College's webpage, in compliance with Title IX and New York State Education Law 129 b, webpage called ***Combating Sexual Assault and Other Unwelcome Sexual Behavior***:

<http://www1.cuny.edu/sites/title-ix/campus/john-jay-college-of-criminal-justice/>

The Office of Compliance and Diversity will continue to populate this platform with latest information on policies and resources around Affirmative Action, diversity, disability and Title IX enforcement.

- Silvia Montalban, Director of the Office of Compliance and Diversity served in the *University Advisory Council on Diversity* from Fall 2016 semester through the Spring 2017 semester. The Council is chaired by the CUNY Dean of Recruitment and Diversity Arlene Torres. John Jay College presence on the University Council continues through Professor Kevin Nadal who continues to serve.
- The existing employee online trainings for Sexual Harassment prevention and awareness complement the in-person training efforts of the CDO/Title IX Coordinator. This online training program will continued through existing vendor, Everfi. The online training (Step 1 and 2) was disseminated in 2016. Nearly 600 employees have been trained between Feb 2015 and February 2017. An invitation for participation in the training for Fall 2017 was disseminated August 25, 2017.
- Alongside online training, the CDO/Title IX Coordinator conducted ongoing trainings, including myriad in-person trainings in 2016-2017 to explain the CUNY Policy on Equal Opportunity and Non-Discrimination and the Policy Against Sexual Misconduct. The in- person trainings included employee populations who have front-line interaction and service the college community. This included, but is not limited to, training the entire Student Affairs staff, approximately 300, the entire Public Safety staff (approx. 100), all Athletics staff (full and part-time) and some academic affairs staff. Special populations such as residence hall, international students and study abroad faculty and students have also been targeted groups for training. Overall, approximately 20 in-person Title IX trainings were conducted within 2016-2017 with almost 400 attendees/participants.
- The Office of the Provost regularly disseminates College and CUNY-wide scholarships and professional development opportunities to full-time faculty members. Faculty members consistently participate in research and scholarship opportunities. Academic Affairs created Faculty Services website that functions like a faculty handbook and provides complete information on the personnel process as well as links to all key forms, governance documents, administrative resources and employment benefits. In addition, Academic Affairs developed a Handbook for Chairs, with special sections on how to support and mentor faculty, has been developed and distributed.
- The Provost's Office, Faculty Senate and the Office of Compliance and Diversity will collaborate to develop a long-term plan to recruit Faculty of Color. As a short-term goal, the College plans to further proactively develop its identity as a Hispanic Serving Institution that will lend to more targeting recruitment.
- The Office of the Provost, the College's Committee on Diversity and Inclusion and the Office of the CDO's will proactively disseminate scholarship, mentorship and development information to all full-time faculty, including the John Jay College Latino Faculty Initiative (by the Office of Academic Affairs), DPDF, FFPP, and any additional industry knowledge-sharing opportunities as they become available.
- The College's Office for the Advancement of Research (OAR) systematically offers training resources to foster retention, professional development and mentorship for diverse faculty members. In 2016, the OAR and TLC jointly sponsored a year-long seminar series (eight sessions) in grant-writing for 20 professors who were paired with eight grant-writing mentors with the goal of submitting at least one

grant proposal this year. This series will be offered again in the 2017-18 academic year. These efforts are part of a broader strategy to establish an institutional professional support resource and support faculty's scholarly agenda.

- In the last academic year, Teaching and Learning Center (TLC) held three workshops on standards for tenure and promotion as well as effective self-presentation in the personnel process; 36 faculty attended. The Center also held two workshops on moving from Associate Professor to Full Professor; 27 faculty attended. TLC plans to continue offering such workshops in coming academic year.
- There is a training budget administered in Human Resources ("HR") for HEO series staff. HR identifies, promotes and enrolls staff in various professional development workshops to enhance managerial or supervisory skills as well as substantive skills. These programs are usually offered by DCAS and the CUNY Office of Professional Development.
- To foster employee growth and promotion, HR organized the following 5 professional development training during 2016 – 2017: Essentials of Supervision for the 21st Century (10/28/16), Foundations of Management (10/20/16), Coaching for Employee Commitment/Performance Evaluations (11/9/16), and Creating and Delivering Powerful Presentations (11/14/16) and "Build an Engaged Workforce (12/5/16).
- The College's Human Resources Department coordinates a series of celebrations to various designated months, including: February -Black History month; March - Women's History month; April - Administrative Employees Recognition month; May - Managers and Supervisors Month for the CUNY; October - Domestic Violence Awareness month.
- The College will continue to disseminate information to faculty and invite speakers to discuss information about CUNY resources that support and advance diversity in order to familiarize faculty with diversity resources in order to foster a broader sense of community and inclusiveness through cross-campus interactive events. (e.g. the Center for Lesbian and Gay Studies; the Asian American/Asian Research Institute; the John D. Calandra Italian American Institute; the Center for Puerto Rican Studies; the Dominican Studies Institute; CUNY's Women's Centers; and the Office of Veterans Affairs) as well as those that enhance the quality of work life (e.g. Wellness Center Services, the Employee Assistance Program-CUNY Work Life).
- The College's Counseling Center offers Safe Zone Initiative trainings on ad-hoc basis based on departmental request to raise employee sensitivity and awareness of LGBTQ issues. The Committee on Diversity and Inclusion plans to sponsors a Safe Zone 2.0 training in Fall 2017 to train its members as the Committee has been trained through Safe Zone 1.0 and have found it useful.

D. INTERNAL AUDIT AND REPORTING

The Chief Diversity Officer is responsible for audits and reviews of the effectiveness of College programs. This includes:

- Monitoring records of personnel activities, including new hires, transfers, promotions, and terminations
- Monitoring the status of employee self-identification programs
- Reviewing the effectiveness of recruiting outreach and advertising
- Monitoring complaints or incident reports which may indicate underlying trends
- Reviewing personnel activities and the Affirmative Action Plan with senior level officers
- Advising management of program effectiveness and provide recommendations for improvement.

The College periodically reviews the effectiveness of Affirmative Action and general diversity programs and makes adjustments to promote greater success.

The Chief Diversity Officer conducts the following activities to promote management's participation in the Affirmative Action programs:

- Meets regularly with President, members of President's Cabinet to discuss compliance and diversity outreach issues
- Meets with Department Chairs, and Hiring Managers to discuss hiring issues such as diversifying applicant pools, addressing unintended bias, and meeting compliance requirements
- Designs and implements programs/remedies to promote the attainment of placement goals
- Oversees the College's recruitment and advertising programs to assure appropriate outreach to underrepresented groups.
- Reviews and approves plans to conduct searches to fill job vacancies, both faculty and administrative

There were approximately 75 recruitment searches conducted during 2016-2017 and, thus, approximately that many committees were charged. These were slightly fewer searches, approximately 60 in academic year 2015-2016. The topics covered in a search committee charge include recruitment practices, maintaining proper documentation, interview questions, references the underutilization rate of the Affirmative Action Unit (AAU) and how it must inform broad recruitment outreach efforts.

Additionally, as required of the College's Faculty Diversity Strategic Plan (FDSP), a multi-year strategic plan outlining multiple goals and action items around three major goals: Recruitment, Retention and Improve Climate, the CDO's Office maintains close communication with the College's HR, the Office of Academic Research, and the Provost's Office to monitor progress and effectiveness on faculty-targeted programs. Using qualitative data, the CDO's office submits a detailed progress annually to the University for approval. The CDO's Office ensures that the FDSP and respective progress reports are available to College community through an internal employee-facing intranet and on the College's website: <http://www.jjay.cuny.edu/diversity-initiatives>. Several notable programs undertaken in 2016 – 2017 have been highlighted in Table 5, Section A.

- CDO/Title IX Coordinator has conducted ongoing trainings, including myriad in-person trainings in 2016-2017 to explain the CUNY Policy on Equal Opportunity and Non-discrimination and the Policy Against Sexual Misconduct. Most of the in- person trainings have first been focused on employee populations who have front-line interaction and service the college community. This included, but is not limited to, training the entire Student Affairs staff, approximately 300, the entire Public Safety staff (approx. 100), all Athletics staff (full and part-time) and some academic affairs staff. Special populations such as residence hall, international students and study abroad faculty and students have also been targeted groups for training. Overall, approximately 20 in-person Title IX trainings were conducted within 2016-2017 with outreach of almost 400 attendees/participants.

The College maintains employment records in the central CUNYfirst system used to provide the data underlying Affirmative Action Plans. The Chief Diversity Officer works with Human Resources staff to assure

College records are complete, accurate, and timely.

The University reports statistics and diversity metrics to the University Community and the CUNY Board of Trustees on a quarterly basis.

IX. INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

A. POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY

The City University of New York (“University” or “CUNY”), located in a historically diverse municipality, is committed to a policy of equal employment and equal access in its educational programs and activities. Diversity, inclusion, and an environment free from discrimination are central to the mission of The University.

It is the policy of The University—applicable to all colleges and units— to recruit, employ, retain, promote, and provide benefits to employees (including paid and unpaid interns) and to admit and provide services for students without regard to race, color, creed, national origin, ethnicity, ancestry, religion, age, sex (including pregnancy, childbirth and related conditions), sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, status as a victim of domestic violence/stalking/sex offenses, unemployment status, or any other legally prohibited basis in accordance with federal, state and city laws.

It is also The University’s policy to provide reasonable accommodations when appropriate to Individuals with Disabilities, individuals observing religious practices, employees who have pregnancy or childbirth-related medical conditions, or employees who are victims of domestic violence/stalking/sex offenses.

This CUNY Policy on Equal Opportunity and Non-Discrimination also prohibits retaliation for reporting or opposing discrimination, or cooperating with an investigation of a discrimination complaint.

The CUNY Policy on Sexual Misconduct and the CUNY Policy on Reasonable Accommodations also prohibit retaliation.

Further details on university policies are available on the web site at:

[Click for CUNY's Policies \(www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html\)](http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html)

B. REVIEW OF PERSONNEL PROCESSES

Our goal is to ensure all personnel activities are consistent with the goal of providing equal employment opportunity for employees and applicants who are Individuals with Disabilities and/or Protected Veterans. To that end, we periodically review our personnel processes for potential barriers to employment, training, and promotion.

The College asserts that its personnel processes do not stereotype Individuals with Disabilities or Protected Veterans or otherwise limits their access to jobs for which they are qualified; further, the College makes efforts to assure Individuals with Disabilities and Veterans are represented media including college publications and web sites.

We invite employees to self-identify through an on-line system available in CUNY’s Employee Self-Service

Portal. We invite applicants to self-identify through CUNY's online recruiting system with each application. The University maintains this data in its system of record with appropriate security measures for confidentiality of individual information.

C. REVIEW OF PHYSICAL AND MENTAL QUALIFICATIONS

Our goal is to ensure that all physical and mental qualifications and requirements are job-related and consistent with business necessity and safe performance of the job. We periodically review the College's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

We will repeat a review of a given position when there is a change in working conditions that may influence the job's physical or mental requirements. Examples may include new work requirements or new equipment. As new job qualifications are established, the College will review them to ensure that they would not screen out qualified Individuals with Disabilities or Protected Veterans. To the extent that such a situation might occur, the College takes steps to ensure the requirements are essential functions of these particular jobs.

The University's Civil Service unit reviews job requirements for potential issues at prior to issuing revised Civil Service specifications. The University also provides a checklist for planning a recruiting effort that includes a sign-off on a review of job qualifications.

D. REASONABLE ACCOMMODATION

The College provides reasonable accommodations to physical and mental limitations of applicants and employees who are Individuals with Disabilities or Disabled Veterans. As per *CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments*, the Human Resources Director is responsible for responding to requests by applicants for employment, current employees and visitors. Anyone may request an accommodation by contacting the Human Resources Office.

The College contact accommodation requests is:

Name: Christina Lee
Title: Benefits Manager
Phone: (212) 237-8504
Email: clee@jjay.cuny.edu

CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments is available on CUNY's website.

[Click for CUNY's Policies \(http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html\)](http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures.html).

Applicants for employment may request accommodations to physical and mental limitations during the recruiting and interviewing process. The procedure is provided on the Employment Page of the CUNY Website and <http://www.jjay.cuny.edu/cuny-accommodations-policy>

The text of the statement is as follows:

Any applicant who requires an accommodation for a disability in order to apply for a position or proceed with the job search process should contact the College's Human Resources office, or The University's Office of Recruitment and Diversity at jobs@cuny.edu, 205 East 42nd Street, 10th Floor, New York, New York 10017.

The College accommodates employees who serve in the armed forces with a liberal military leave policy, which includes granting leaves of absence to employees who participate in honor guards at the funeral of Veterans.

As per University policy, the College also provides reasonable accommodations to individuals based on religious practice.

In the last Plan Year:

- While recognizing that many requests are resolved through an informal process, the College responded to seven official requests for accommodations from employees, for which the process was successfully concluded 7 times and appealed 0 times. At this time there are no outstanding appeals
- The College received no requests for reasonable accommodation from job applicants.
- The College upgraded campus facilities to improve access. For example, the College is in the process of enhancing its ADA lift in compliance with DASNY.

E. HARASSMENT PREVENTION PROCEDURES

The University has developed procedures to ensure that Individuals with Disabilities or Protected Veterans are not harassed. (See Section A above, *Policy Statements on Equal Employment Opportunity*). As specified in our policy, the 504/ADA Coordinator, Silvia Montalban, the Director of Compliance and Diversity, is responsible for coordinating efforts to ensure access and non-discrimination for Individuals with Disabilities. To file a complaint, individuals should contact the 504/ADA Coordinator.

F. EXTERNAL DISSEMINATION OF POLICY

Each job vacancy announcement has a summary of CUNY's policy.

The University also publishes its Policy on Equal Opportunity and Non-Discrimination in the New York Times twice each year, and on its employment web site ([Click for CUNY's Employment Page \(www.cuny.edu/employment.html\)](http://www.cuny.edu/employment.html)).

The University Office of Labor Relations provides an annual notice of our policies to labor unions.

The College sends written notice of the affirmative action policy to all subcontractors, vendors, and suppliers requesting their compliance with our policy.

G. OUTREACH AND POSITIVE RECRUITING

The Office of Human Resources includes in its recruitment efforts outreach to Veterans and Individuals with Disabilities:

In addition, general, ongoing efforts to disseminate the *CUNY Policy on Equal Opportunity and Non-Discrimination* and conduct outreach and positive recruitment include the following:

- Disseminating information concerning employment opportunities to media that reach Disabled Veterans, other Protected Veterans, and Individuals with Disabilities
- Advertising job openings with a variety of external resources, including required reporting to the New York State Labor Department and related agencies
- Filing the VETS-4212 report on an annual basis
- Veterans may apply for additional points added to Civil Service examination scores based on either Veteran or Disabled Veteran Status as defined by State of New York statute (points are granted only where the Veteran has received a minimum passing score on the examination)
- The University may appoint qualified disabled individuals to classified Civil Service titles without an examination.

H. INTERNAL DISSEMINATION OF POLICY

To foster positive support for the Affirmative Action Program for Protected Veterans and Individuals with Disabilities, the College has implemented the following measures:

- Including the policies in the manuals and other in-house publications
- Meeting with senior staff and other supervisors to explain the intent of the policy and individual responsibility for effective implementation
- Scheduling training sessions for employees involved in recruitment, selection, and promotion decision-making
- Discussing policies thoroughly in both employee orientation and management training programs
- Including articles on accomplishments of Disabled Veterans, other Veterans, and Individuals with Disabilities in College publications
- Posting the *CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments* on College bulletin boards, along with the *CUNY Policy on Non-Discrimination* (which also covers protection from harassment on the basis of disability)
- Featuring persons who are Individuals with Disabilities in handbooks or similar publications.

I. RESPONSIBILITY FOR IMPLEMENTATION

As part of its efforts to ensure equal employment opportunity to Disabled Veterans, other Veterans, and Individuals with Disabilities, the College has designated specific responsibilities to various staff.

1. The President

The President is responsible for the implementation of the program and appoints the 504/ADA Coordinator to oversee College compliance activities. He/she provides senior management support and resources to manage the implementation of this program. Any issues uncovered in self-audits or reviews are ultimately reported to the President who oversees implementation of appropriate responses.

2. 504/ADA Coordinator

The President assigned the duties of the 504/ADA Coordinator to Silvia Montalban. Their responsibilities include:

- Chairing the 504/ADA Committee
- Monitoring the college for 504/ADA compliance
- Resolving issues before they become potential grievances; considering appeals and disputed accommodation decisions
- Maintaining information on accommodations requested and provided
- Ensuring pertinent records are stored securely and confidentiality is maintained
- Providing training as needed on issues related to Individuals with Disabilities.

3. 504/ADA Committee

The 504/ADA Committee advises the Coordinator. It is comprised of representatives from various divisions, departments, and programs, including Individuals with Disabilities. Members are:

Matters of reasonable accommodations are handled privately by employees through Human Resources. General issues concerning accessibility and which affect individuals disabilities are discussed in the Fire Safety and Accessibility Committee, a committee formed in the Fall 2015. This Committee supplanted the 504/ADA Committee. The Committee considers and reviews policies and practices that address concerns for differently-abled individuals in accessing areas of the campus, including how they impact on fire safety. The 504/ADA Coordinator, Public Safety, Human Resources, the Director of Space Planning and Capital Projects, the Chief Student Affairs Officer, the President of Student Government, faculty and three faculty members comprise the membership. The Assistant Director of Public Safety is the chairperson the Fire Safety and Accessibility Committee.

Members of 2016 – 2017 **Fire Safety and Accessibility Committee** include:

David Rivera, Committee Chair and Assistant Director of Public Safety
Grace Theresa Agalo-os, President of Student Government
Glenn Corbett, faculty
Nadia Griffith-Allen, Deputy Director of Accessibility Services
Marc Harary, Director of Space Planning and Capital Projects [Fall 2016]
Karen Kaplowitz, faculty
Silvia Montalban, 504/ADA Coordinator

Francis Sheehan, Faculty
Raj Singh, Assistant vice President of Administration
Gizele Terry, Accessibility Services
Dana Trimboli, Chief Student Affairs Officer

4. College Officials

In their day-to-day contact with college employees, college officials assume certain responsibilities to help the College comply with regulations, including working with the Office of Human Resources to identify reasonable accommodations.

5. University Management

The University's Office of Recruitment and Diversity reports summary statistics to senior management on a quarterly basis. These reports include both university-wide and college-specific data. The University posts these reports on-line.

http://www2.cuny.edu/about/administration/offices/hr/diversity-and-recruitment/#cuny_workforcedeomographics

J. TRAINING

Employees involved with the recruitment, selection, promotion, disciplinary actions, training, and related processes of Individuals with Disabilities or Veterans are acquainted with the College's Affirmative Action Program. CUNY's Office of Recruitment and Diversity and the Office of Professional Development and Learning Management provide training opportunities to help employees maximize their personal and workplace effectiveness, including Diversity Training courses.

The College provides numerous opportunities for employees to attend pertinent on-campus and off-campus professional development opportunities to enhance their knowledge of CUNY Affirmative Action policies and broader diversity related issues.

- In Summer 2016, the Chief Diversity Officer (CDO) developed a new pilot training "Disability Awareness and Resources in an Inclusive Workplace" along with support and contribution from the Committee on Diversity and Inclusion member, HR Benefits Manager, Students Accessibility Officer, and the College's Military & Veterans Services Manager.
- The interactive workshop was developed to enhance employees' sensibility around disability issues in the workplace and their knowledge about resources available on campus.
- There were two trainings on disability conducted by the CDO in September 30, 2016 and on May 2017 sponsored by the Fire Safety and Accessibility Committee (FSAC).
- The "Disability Awareness and Resources in an Inclusive Workplace" training is made available to a public-facing College website: <http://www.jjay.cuny.edu/cuny-accommodations-policy>
- The Committee on Diversity and Inclusion hosted a dialogue on May 2, 2017 "Race and Disability Talk with Mark Travis Rivera." Nearly 30 staff, faculty and student attend the interactive talk which brought awareness to intersection of multiple identities and the discrimination faced by the group.

- The College's Director of Compliance and Diversity in both her CDO capacity and Title IX Coordinator capacity continues to present on College's policies on affirmative action and EEO to multiple leadership teams, including the HEO Council and the Council of Chairs.
- The existing employee online trainings for Sexual Harassment prevention and awareness complement the in-person training efforts of the CDO/Title IX Coordinator. This online training program will continued through existing vendor, Everfi. The online training (Step 1 and 2) was disseminated in 2016. Nearly 600 employees have been trained between Feb 2015 and February 2017. An invitation for participation in the training for Fall 2017 was disseminated August 25, 2017.
- In addition to the Everfi online training program, the CDO/Title IX Coordinator conducted ongoing trainings, including myriad in-person trainings in 2016-2017 to explain the CUNY Policy on Equal Opportunity and Non-Discrimination and the Policy Against Sexual Misconduct. The in- person trainings included employee populations who have front-line interaction and service the college community. This included, but is not limited to, training the entire Student Affairs staff, approximately 300, the entire Public Safety staff (approx. 100), all Athletics staff (full and part-time) and some academic affairs staff. Special populations such as residence hall, international students and study abroad faculty and students have also been targeted groups for training. Overall, approximately 20 in-person Title IX trainings were conducted within 2016-2017 with almost 400 attendees/participants.
- The University also requires employees to annually complete an online training on Workplace Violence prevention.

K. AUDIT AND REPORTING SYSTEM

The 504/ADA Coordinator is responsible for the College's audit and reporting system that monitors the effectiveness of the College's overall programs in support of Individuals with Disabilities, measuring the degree to which the College is meeting its objectives and identifying the need for remedial action. The Coordinator also determines whether there are any undue hurdles for both Individuals with Disabilities and Protected Veterans in gaining access to college programs and activities of all kinds.

The Chief Diversity Officer is responsible for monitoring recruitment outreach, as well as claims of discrimination related to status as a Veteran or Individual with a Disability. The CDO audits the effectiveness of outreach and Affirmative Action programs as part of the Affirmative Action Plan process.

Both individuals report their findings to the President and/or the President's designee.

The College's CDO also serves as the 504/ADA Coordinator and Title IX Coordinator. As part of the combined responsibility, the CDO actively monitors any claims of discrimination related to the 'status as a 'Veteran' or 'Individual with a Disability.' In 2016 – 2017, there were no such cases filed. The CDO maintains close relationship with the HR Benefits Manager, Committee Chair and Assistant Director of Public Safety, and College's Military & Veterans Services Manager anecdotal review of the community's needs.

Additionally, John Jay College members participated in CUNY's 2017 campus climate assessment focus groups, an initiative which promises to bring insights on any unmet needs forward.

L. BENCHMARK COMPARISONS

The federal guideline for utilization of Individuals with Disabilities is 7%. **Appendix H** details the utilization of Individuals with Disabilities by Job Group.

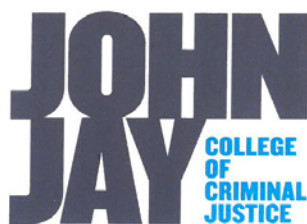
As of March 2017, the federal benchmark Hiring Rate for Veterans is 6.7%. **Appendix I** provides a calculation of hiring rates.

We monitor recruitment, application and appointment processes to assure representation of Protected Veterans and Individuals with Disabilities.

X. APPENDICES

A. SUMMARY ORGANIZATION CHART

B. RE-AFFIRMATION LETTER



Jeremy Travis
President

Haaren Hall
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New York City, NY 10019
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Memorandum

To: The John Jay College Community

From: President Jeremy Travis 

Date: August 25, 2016

Re: Reaffirmation of Commitment to Diversity/Equal Opportunity/Affirmative Action

The City University of New York (CUNY) has a long-standing commitment to diversity and equal opportunity in all aspects of employment practices. I fully support the policies and practices that we have implemented at John Jay College of Criminal Justice to foster non-discrimination, affirmative action, diversity and inclusion in the workplace. It is my personal belief that CUNY is enriched by the strengths of the people and perspectives represented in our college community.

Accordingly, I am committed to oversee John Jay College of Criminal Justice, in compliance with the CUNY Policies and Procedures on Equal Opportunity, Non-Discrimination, and on Sexual Misconduct.

The Equal Opportunity and Non-discrimination Policy states CUNY's commitment to recruit, employ, retain, promote, and provide benefits to employees regardless of race, color, creed, national origin, ethnicity, ancestry, religion, age, sex, sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, unemployment status, pregnancy, or status as a victim of domestic violence/stalking/sex offenses, or any other legally prohibited basis in accordance with federal, state and city laws. I remind you that Italian-Americans are included among CUNY's protected groups. Additionally, as a federal contractor, CUNY engages in affirmative action consistent with federal requirements. I invite you to visit our website, www.jjay.cuny.edu or <http://www.cuny.edu/about/administration/offices/la/Policy-on-Equal-Opportunity-and-Non-Discrimination-December42014with-procedures.pdf> and www.cuny.edu, to view the Equal Opportunity Policy in its entirety, including the complaint procedures and prohibition against retaliation.

I have assigned the responsibility for the implementation and monitoring of our compliance program to the Chief Diversity Officer, Silvia Montalban, Esq. She is the Director of Compliance & Diversity who will also serve as the 504/ADA Coordinator and Title IX Coordinator. The vice presidents, deans, directors, managers and supervisors also share responsibility for ensuring our compliance with these policies and laws. The Office of Compliance & Diversity is located in Haaren Hall, Room 622T. Their website and resources can be accessed at <http://www.jjay.cuny.edu/compliance-and-diversity>. Additionally, any individual who believes that he or she has experienced employment discrimination should immediately contact Ms. Montalban at 646-557-4409 or at smontalban@jjay.cuny.edu.

I ask for your continued support to ensure equal opportunity, affirmative action, diversity and inclusion in all employment practices at John Jay College of Criminal Justice.



C. JOB GROUPS / LABOR MARKET AVAILABILITY FACTORS

This report lists only those CUNY job groups for which the college has employees. Groups with fewer than five employees are listed here but will not be included in Utilization Analysis worksheets.

For each group, there is also a description of labor market availability factors to be utilized in later exhibits. Factor 1 (LMA Factor 1) represents an external Labor Market availability factor. Factor 2 (LMA Factor 2) represents an internal Labor Market availability factor, if any (e.g., employees with eligibility to be promoted into the title).

Comments are provided summarizing changes from prior years' reports and other relevant information.

1,014 Employees

Category: Executive/Administrative/Managerial**Administration 1 (Executive)****21 Employee(s) in Group**

Executive Compensation Plan (Other Than Chief Executive)

LMA Factor 1	Earned Degrees Conferred (EDC) US - Ph.D., M.A., B.A., 2013-14	Weighted At	40.00%
LMA Factor 2	Promotable, Transferable, Trainable employees within contractors organization. - CUNY Survey - selected titles, service requirement and criteria -Source Spring 2013.	Weighted At	60.00%

Titles Included in Group

Administrator	1 Employee(s) in Title
Assc Administrator	4 Employee(s) in Title
Assc Dean	2 Employee(s) in Title
Asst Administrator	2 Employee(s) in Title
Asst Vice President	4 Employee(s) in Title
Dean	3 Employee(s) in Title
Sr Vice President	1 Employee(s) in Title
Vice President	4 Employee(s) in Title

Administration 2 (Manager)**149 Employee(s) in Group**

Manager-Level Administrators

LMA Factor 1	Earned Degrees Conferred (ECD) 4-State (NY/NJ/CT/PA); B.A., 2013-2014	Weighted At	40.00%
LMA Factor 2	Promotable, Transferable, Trainable employees within contractors organization. - CUNY Survey - selected titles, service requirement and criteria -Source Spring 2014.	Weighted At	60.00%

Titles Included in Group

HE Associate	91 Employee(s) in Title
HE Officer	58 Employee(s) in Title

Facility Manager**7 Employee(s) in Group**

Facility Superintendents (Managerial)

In 2017, combined Admin Superintendent and Chief Admin Superintendent groups.

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), First Line Supervisor/Managers of Housekeeping and Janitorial Workers (4200)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Admin Supt Builds Grds	6 Employee(s) in Title
Chief Admin Supt - Competitive	1 Employee(s) in Title

IT Computer Manager**4 Employee(s) in Group**

Information Technology Managers (Managerial)

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Computer and Information Systems Managers (1110)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

IT Computer Systems Mgr	4 Employee(s) in Title
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Category: Executive/Administrative/Managerial

Security Manager

1 Employee(s) in Group

Campus Security Managers (Managerial)

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) - Residence Geography, New York City - Police and Sheriffs Patrol Officer (3850)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Campus Security Asst Dir

1 Employee(s) in Title

Category: Professional Faculty**Faculty-Lecturer****43 Employee(s) in Group**

Lecturer Faculty, excluding Lecturer Librarians

For utilization analysis in the Federal Plan, reviewed by academic discipline or program within job group.

LMA Factor 1	Earned Degrees Conferred B.A. 2013-14, 4-State (NY/NJ/CT/PA) weighted at 50% and US Non-4-State weighted at 50% in all fields	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Dist Lecturer	6 Employee(s) in Title
Lecturer	34 Employee(s) in Title
Lecturer Doct Sch	3 Employee(s) in Title

Faculty-Professorial**358 Employee(s) in Group**

Professorial Faculty and Librarians (includes Instructor Librarians and Lecturer Librarians)

For utilization analysis in the Federal Plan, reviewed by academic discipline or program within job group.

LMA Factor 1	With the exception of the Graduate Center: Earned Degrees Conferred Ph.D. 2013-14, 4-State (NY/NJ/CT/PA) weighted at 20% and US Non-4-State weighted at 80% in all fields	Weighted At	100.00%
LMA Factor 2	Graduate Center Only: recipients of new research doctorates in relevant fields awarded by 406 U.S. universities 7/1/1999 - 6/30/2000 using the 2000 Survey of Earned Doctorates (SED), an annual census.	Weighted At	100.00%

Titles Included in Group

Assc Professor	157 Employee(s) in Title
Asst Professor	97 Employee(s) in Title
Dist Professor	8 Employee(s) in Title
Professor	95 Employee(s) in Title
Research Professor	1 Employee(s) in Title

Category: Professional Non-Faculty**Accountant****4 Employee(s) in Group**

Accountants (Professionals)

LMA Factor 1	Internal Only	Weighted At	0.00%
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LMA Factor 2	CUNY Survey Fall 2013, Permanent College Accounting Assistants. On September 19, 2013 College Accounting Assistants received an opportunity for promotion based on service and educational qualifications.	Weighted At	100.00%
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Titles Included in Group

Finance Accountant

2 Employee(s) in Title

Purchasing Agent

2 Employee(s) in Title

Administration 3 (Professional)**179 Employee(s) in Group**

Administrators (Professionals)

LMA Factor 1	Earned Degrees Conferred (ECD) 4-State (NY/NJ/CT/PA); B.A., 2013-2014	Weighted At	70.00%
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LMA Factor 2	Promotable, Transferable, Trainable employees within contractors organization. - CUNY Survey - selected titles, service requirement and criteria -Source Spring 2014.	Weighted At	30.00%
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Titles Included in Group

Asst to HEO

69 Employee(s) in Title

HE Assistant

109 Employee(s) in Title

Research Assc

1 Employee(s) in Title

Administration 5 (Engineer-Architect)**1 Employee(s) in Group**

Engineers and Architects and related professional staff

LMA Factor 1	2007-2011 American Community Survey (ACS) for NY State only; Engineering Managers (300) and Architects, Except Naval (1300)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Interior Designer

1 Employee(s) in Title

IT Computer Professional**26 Employee(s) in Group**

Information Technology Professionals

In 2017, split from IT Technicians and moved to Professionals' group

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Computer Scientist Systems Analyst (1000); Computer Programmer (1010); Computer Software Engineers (1020); Database Administrator (1060); Network Systems & Data Communication Analysts (1110); Computer Hardware Engineers (1400); Computer Operators (5800); and Computer Control Programmers and Operators (7900)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

IT Associate

9 Employee(s) in Title

IT Asst

10 Employee(s) in Title

IT Sr Associate

7 Employee(s) in Title

Category: Technicians**Administration 4 (College Lab Tech)****12 Employee(s) in Group**

College Laboratory Technicians (abbrev CLT).

For utilization analyses reviewed by sub-group: Science/Technical/Engineering; Other Lab Techs.

LMA Factor 1	2007-2011 American Community Survey (ACS) - 4-State (NY/NJ/CT/PA), weighted by function weighted at 90% and 4STATES Earned Degrees Conferred (EDC) - Bachelors 2013-14 weighted at 10%	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Chief College Lab Tech	1 Employee(s) in Title
College Lab Tech	9 Employee(s) in Title
Sr College Lab Tech	2 Employee(s) in Title

Broadcast/Media**5 Employee(s) in Group**

Broadcast and Mass Media Technicians

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Broadcast and Sound Engineer Technicians and Radio Operators and Other Media and Communications Equipment Workers (2900)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Broadcast Assc	5 Employee(s) in Title
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IT Support Technician**5 Employee(s) in Group**

IT Technical Support Workers

In 2017, split from the Professional IT Staff

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Computer Support Specialists (1050)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

IT Support Asst	5 Employee(s) in Title
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Print Shop**7 Employee(s) in Group**

Print Shop and Related Tech Workers

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Miscellaneous Media & Communication Workers (2860) and Printing Machine Operators (8255)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Graphics Designer	1 Employee(s) in Title
Print Shop Assistant	1 Employee(s) in Title
Print Shop Associate	4 Employee(s) in Title
Print Shop Coordinator	1 Employee(s) in Title

Category: Administrative Support Workers**Accountant Assistant****3 Employee(s) in Group**

Accounting Support Staff

In 2017, incorporated new CUNY Payroll Clerk title

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS)-NY/NJ/CT/PA, Accountants and Auditors (code 800) and Purchasing Managers (150)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Asst Purchasing Agent

1 Employee(s) in Title

Finance Accountant Asst

2 Employee(s) in Title

Administrative Assistant**8 Employee(s) in Group**

Administrative Support Staff-Senior Level

LMA Factor 1	Internal Only	Weighted At	0.00%
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LMA Factor 2	CUNY Survey Spring 2011 - CUNY Administrative Assistant title is strictly promotional from the Permanent CUNY Office Assistant (level 3 or above).	Weighted At	100.00%
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Titles Included in Group

CUNY Admin Asst

8 Employee(s) in Title

Mail Services Worker**5 Employee(s) in Group**

Mail Services Workers

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Mail Clerks/Mail Machine Operators, Except Postal Service (5850)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

Mail Message Svcs Worker

5 Employee(s) in Title

Office Assistant**36 Employee(s) in Group**

Administrative Support Staff-Entry Level

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Secretaries, and Administrative Assistants (5700); Word Processors and Typists (5820); and Office Administrative Support Workers, all other (5940), Office Clerks, General (5860)	Weighted At	100.00%
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LMA Factor 2	NA	Weighted At	0.00%
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Titles Included in Group

CUNY Office Assistant

36 Employee(s) in Title

Category: Craft Workers**Basic Crafts-Buildings and Grounds****8 Employee(s) in Group**

Buildings and Grounds Workers

In 2017, Maintenance Workers moved from Skilled Trades into this group

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/PA/CT), Grounds Maintenance (4250), Janitors and Buildings and Grounds (4220), Motor Vehicle Operators (9150), Maintenance and Repair Workers, General (7340)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Maintenance Worker

8 Employee(s) in Title

Laborers and Helpers**14 Employee(s) in Group**

Entry-Level Craft Workers

In 2017, split from Skilled Trades

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Laborers (53-7062) and Helpers (47-3010)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Laborer

11 Employee(s) in Title

Plumber Helper

1 Employee(s) in Title

Stock Worker Supervisor

2 Employee(s) in Title

Skilled Trades**20 Employee(s) in Group**

Skilled Tradespeople

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Stationary Engineer & Boiler Operator (8610), Carpenters (6230), Electricians (6355), Painters, Construction Maintenance (6420), Pipelayers, Plumbers, Pipefitters (6440), Machinist (8030), Construction Manager (220), Automotive Service Technicians & Mechanics (7200), Elevator Installer & Repairer (6700), Roofer (6515), Cement Mason, Concrete Finishers & Terrazzo Worker (6250), Locksmith and Safe Repairers (7540), Plasterers and Stucco Masons (6460), Maintenance Workers, Machinery (7350)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Carpenter

2 Employee(s) in Title

Electrician

3 Employee(s) in Title

Locksmith

1 Employee(s) in Title

Oiler

3 Employee(s) in Title

Painter

1 Employee(s) in Title

Plumber

2 Employee(s) in Title

Stationary Engineer

7 Employee(s) in Title

Thermostat Repairer

1 Employee(s) in Title

Category: Craft Workers

Skilled Trades-Supervisor

1 Employee(s) in Group

Skilled Trades Supervisors

LMA Factor 1	Internal Only	Weighted At	0.00%
LMA Factor 2	CUNY Survey Spring 2011, Skilled Trades - selected titles with permanency and appointment to title with years of service requirement.	Weighted At	100.00%

Titles Included in Group

Supervisor (Maint&Labor)

1 Employee(s) in Title

Category: Service Workers and Others**Campus Peace Officer-Level 1****37 Employee(s) in Group**

Campus Security-Entry Level Staff

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) - Residence Geography, New York City - Police and Sheriffs Patrol Officer (3850)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Campus Peace Officer	19 Employee(s) in Title
Campus Security Asst	18 Employee(s) in Title

Campus Peace Officer-Sergeant**11 Employee(s) in Group**

Campus Security Supervisors

LMA Factor 1	Internal Only	Weighted At	0.00%
LMA Factor 2	CUNY Permanent Campus Peace Officer Level 1 and 2	Weighted At	100.00%

Titles Included in Group

Campus Pub Safety Sergeant	7 Employee(s) in Title
Campus Security Specialist	4 Employee(s) in Title

Custodial**43 Employee(s) in Group**

Custodians-Entry Level

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Janitors and Building Cleaners (4220)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Custodial Assistant	43 Employee(s) in Title
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Custodial Supervisor**6 Employee(s) in Group**

Custodial Supervisors

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), First Line Supervisors/Managers of Housekeeping/Janitorial Workers (4200)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Titles Included in Group

Custodial Supervisor	6 Employee(s) in Title
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D. ACADEMIC DEPARTMENTS BY DISCIPLINE / PROGRAM AND COLLEGE LAB TECHNICIAN CATEGORIES

This is a listing of faculty department assignments and the disciplines to which they are assigned for utilization reporting. Department names and assignments are as recorded in the CUNYFirst HRIS System. Only those departments with assigned faculty are listed here. Groups with fewer than five faculty will not be included in utilization analyses.

Normally, Labor Market Availability for specific disciplines is obtained from Earned Degrees Conferred 2013-2014 in the discipline stated. Blended rate disciplines, and custom rates, are so noted.

401 Total Faculty

Area, Ethnic, Cultural, Gender, and Group Studies		16 Faculty in Discipline
10314	Africana Studies	6 Faculty in Department
10179	Latin American & Latina/O St	10 Faculty in Department
Business, Management, Marketing, Support Services		8 Faculty in Discipline
10088	Economics	8 Faculty in Department
Communications, Journalism, etc. AND Visual and Performing Arts		9 Faculty in Discipline
Blended rate (average) or Communications/Journalism and Visual/Performing Arts for those departments which teach both disciplines.		
10060	Communication And Theater Arts	9 Faculty in Department
Education - Developmental		13 Faculty in Discipline
75023	Counseling & Human Services	5 Faculty in Department
80170	Grant & Research Admin	1 Faculty in Department
80259	Provost's Office	1 Faculty in Department
65098	SEEK - Academic	1 Faculty in Department
65100	SEEK - Lump Sum	5 Faculty in Department
English Language and Literature/Letters		50 Faculty in Discipline
10102	English	50 Faculty in Department
Foreign Languages, Literatures, and Linguistics		6 Faculty in Discipline
10117	Modern Languages & Literatures	6 Faculty in Department
History		19 Faculty in Discipline
10147	History	19 Faculty in Department
Homeland Security, Law Enforcement, Firefighting, etc.		52 Faculty in Discipline
10419	Criminal Justice	19 Faculty in Department
10234	Law,Police Sci&CrimJustice Adm	22 Faculty in Department
10116	Security, Fire and Emergency	11 Faculty in Department
Library (Librarians/Non-Teaching)		12 Faculty in Discipline

70054

Library

12 Faculty in Department

Mathematics and Computer Science**24 Faculty in Discipline**

Blended rate (average) of Mathematics and Computer Science for those departments which teach both disciplines.

10195

Mathematics & Computer Science

24 Faculty in Department

Multi/Interdisciplinary Studies**8 Faculty in Discipline**

10165

Interdisciplinary Studies

8 Faculty in Department

Parks, Recreation, Leisure and Fitness Studies**4 Faculty in Discipline**

10222

Health & Physical Education

4 Faculty in Department

Philosophy and Religious Studies**11 Faculty in Discipline**

10221

Philosophy

11 Faculty in Department

Physical Sciences**26 Faculty in Discipline**

10225

Sciences

26 Faculty in Department

Psychology**44 Faculty in Discipline**

10245

Psychology

44 Faculty in Department

Public Administration and Social Service Professions**31 Faculty in Discipline**

10249

Public Management

31 Faculty in Department

Social Sciences**59 Faculty in Discipline**

10015

Anthropology

11 Faculty in Department

10316

Political Science

21 Faculty in Department

10283

Sociology

27 Faculty in Department

Visual and Performing Arts**9 Faculty in Discipline**

10022

Art And Music

9 Faculty in Department

E. UTILIZATION ANALYSIS (ADMINISTRATORS/STAFF, COLLEGE LAB TECHNICIANS, FACULTY)

This is a review of utilization, and underutilization, of protected groups by job group. Only those groups with five or more employees are included here.

Underutilization occurs where the utilization of a protected group is less than 80% of the utilization projected in the relevant labor market. Where utilization is "Y" a number is provided approximating the number of full-time employees that would have needed to be added to make utilization equal to the labor market. Where utilization is "Y" and the number is zero (0), this indicates that underutilization exists but not to the level of one full-time equivalent when numbers were rounded. Blanks indicate no underutilization.

Underutilization numbers for females and for total minority represent specific "placement goals" as prescribed for Federal Affirmative Action Plans.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native, and Two or More Races.

Category: Executive/Administrative/Managerial

Job Group Administration 1 (Executives)

21 in Job Group

Executive Compensation Plan (Other Than Chief Executive)

Employees in this group hold the following title(s):

04315 Administrator
 04321 Assc Administrator
 04320 Assc Dean
 04723 Asst Administrator
 04316 Asst Vice President
 04314 Dean
 04701 Sr Vice President
 04702 Vice President

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	12	6	2	2	2
Underutilized?					
# Underutilized					
Actual Util%	57.1%	28.6%	9.5%	9.5%	9.5%
Labor Market%	49.3%	29.7%	8.5%	11.1%	8.9%

Category: Executive/Administrative/Managerial

Job Group Administration 2

149 in Job Group

Manager-Level Administrators

Employees in this group hold the following title(s):

04075 HE Associate

04097 HE Officer

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	106	79	13	36	29
Underutilized?					
# Underutilized					
Actual Util%	71.1%	53.0%	8.7%	24.2%	19.5%
Labor Market%	59.9%	41.4%	10.6%	16.3%	13.5%

Category: Executive/Administrative/Managerial

Job Group Facility Manager

7 in Job Group

Facility Superintendents (Managerial)

Employees in this group hold the following title(s):

04975 Admin Supt Builds Grds

04984 Chief Admin Supt - Competitive

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	2	3	1	2	0
Underutilized?					Y
# Underutilized					2
Actual Util%	28.6%	42.9%	14.3%	28.6%	0.0%
Labor Market%	29.0%	40.0%	2.4%	13.8%	22.1%

Category: Professional Non-Faculty

Job Group Administration 3

179 in Job Group

Administrators (Professionals)

Employees in this group hold the following title(s):

04017 Asst to HEO
 04099 HE Assistant
 04134 Research Assc

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	130	120	9	55	51
Underutilized?			Y		
# Underutilized			8		
Actual Util%	72.6%	67.0%	5.0%	30.7%	28.5%
Labor Market%	61.1%	37.6%	9.6%	14.3%	12.0%

Category: Professional Non-Faculty

Job Group IT Computer Professional

26 in Job Group

Information Technology Professionals

Employees in this group hold the following title(s):

04877 IT Associate
 04875 IT Asst
 04880 IT Sr Associate

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	7	22	6	12	4
Underutilized?					
# Underutilized					
Actual Util%	26.9%	84.6%	23.1%	46.2%	15.4%
Labor Market%	26.4%	33.6%	19.7%	7.1%	5.4%

Category: Administrative Support Workers

Job Group Administrative Assistant

8 in Job Group

Administrative Support Staff-Senior Level

Employees in this group hold the following title(s):

04804 CUNY Admin Asst

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	8	8	0	2	6
Underutilized?			Y	Y	
# Underutilized			1	1	
Actual Util%	100.0%	100.0%	0.0%	25.0%	75.0%
Labor Market%	91.1%	74.0%	8.0%	38.1%	27.0%

Category: Administrative Support Workers

Job Group Office Assistant

36 in Job Group

Administrative Support Staff-Entry Level

Employees in this group hold the following title(s):

04802 CUNY Office Assistant

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	32	32	4	16	11
Underutilized?					
# Underutilized					
Actual Util%	88.9%	88.9%	11.1%	44.4%	30.6%
Labor Market%	89.9%	26.5%	3.7%	11.6%	9.8%

Category: Administrative Support Workers

Job Group Mail Services Worker

5 in Job Group

Mail Services Workers

Employees in this group hold the following title(s):

04921 Mail Message Svcs Worker

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	4	0	1	3
Underutilized?	Y		Y		
# Underutilized	2		0		
Actual Util%	0.0%	80.0%	0.0%	20.0%	60.0%
Labor Market%	41.5%	42.7%	4.9%	19.2%	16.9%

Category: Craft Workers

Job Group Skilled Trades

20 in Job Group

Skilled Tradespeople

Employees in this group hold the following title(s):

04899 Carpenter
 91717 Electrician
 04905 Locksmith
 04891 Oiler
 91830 Painter
 91915 Plumber
 04915 Stationary Engineer
 91940 Thermostat Repairer

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	5	1	0	4
Underutilized?	Y			Y	
# Underutilized	0			1	
Actual Util%	0.0%	25.0%	5.0%	0.0%	20.0%
Labor Market%	2.5%	29.7%	2.6%	7.0%	18.7%

Category: Craft Workers

Job Group Basic Crafts-Buildings and Grounds

8 in Job Group

Buildings and Grounds Workers

Employees in this group hold the following title(s):

90698 Maintenance Worker

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	6	0	3	3
Underutilized?	Y		Y		
# Underutilized	2		0		
Actual Util%	0.0%	75.0%	0.0%	37.5%	37.5%
Labor Market%	20.0%	42.4%	2.3%	12.6%	26.0%

Category: Craft Workers

Job Group Laborers and Helpers

14 in Job Group

Entry-Level Craft Workers

Employees in this group hold the following title(s):

90702 Laborer
 91916 Plumber Helper
 12202 Stock Worker Supervisor

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	12	0	5	7
Underutilized?	Y		Y		
# Underutilized	2		0		
Actual Util%	0.0%	85.7%	0.0%	35.7%	50.0%
Labor Market%	17.0%	33.7%	2.6%	11.6%	18.2%

Category: Technicians

Job Group Broadcast/Media

5 in Job Group

Broadcast and Mass Media Technicians

Employees in this group hold the following title(s):

04992 Broadcast Assc

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	1	2	0	1	1
Underutilized?			Y		
# Underutilized			0		
Actual Util%	20.0%	40.0%	0.0%	20.0%	20.0%
Labor Market%	12.9%	23.8%	2.7%	11.3%	8.1%

Category: Technicians

Job Group IT Support Technician

5 in Job Group

IT Technical Support Workers

Employees in this group hold the following title(s):

04865 IT Support Asst

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	3	5	1	2	2
Underutilized?					
# Underutilized					
Actual Util%	60.0%	100.0%	20.0%	40.0%	40.0%
Labor Market%	29.0%	32.6%	10.4%	11.7%	9.0%

Category: Technicians

Job Group Print Shop

7 in Job Group

Print Shop and Related Tech Workers

Employees in this group hold the following title(s):

04808 Graphics Designer
 04805 Print Shop Assistant
 04806 Print Shop Associate
 04807 Print Shop Coordinator

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	1	5	0	1	4
Underutilized?	Y		Y		
# Underutilized	1		0		
Actual Util%	14.3%	71.4%	0.0%	14.3%	57.1%
Labor Market%	28.9%	33.9%	6.5%	9.0%	16.6%

Category: Service Workers and Others

Job Group CPO Sergeant

11 in Job Group

Campus Security Supervisors

Employees in this group hold the following title(s):

04846 Campus Pub Safety Sergeant

04845 Campus Security Specialist

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	2	8	0	5	3
Underutilized?			Y		
# Underutilized			1		
Actual Util%	18.2%	72.7%	0.0%	45.5%	27.3%
Labor Market%	22.6%	85.9%	6.1%	55.1%	23.8%

Category: Service Workers and Others

Job Group CPO Level 1

37 in Job Group

Campus Security-Entry Level Staff

Employees in this group hold the following title(s):

04844 Campus Peace Officer

04841 Campus Security Asst

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	18	35	4	17	13
Underutilized?					
# Underutilized					
Actual Util%	48.6%	94.6%	10.8%	45.9%	35.1%
Labor Market%	28.4%	66.7%	7.1%	28.1%	29.3%

Category: Service Workers and Others

Job Group Custodial Supv

6 in Job Group

Custodial Supervisors

Employees in this group hold the following title(s):

04862 Custodial Supervisor

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	1	6	0	4	2
Underutilized?	Y		Y		
# Underutilized	1		0		
Actual Util%	16.7%	100.0%	0.0%	66.7%	33.3%
Labor Market%	29.0%	40.0%	2.4%	13.8%	22.1%

Category: Service Workers and Others

Job Group Custodial

43 in Job Group

Custodians-Entry Level

Employees in this group hold the following title(s):

04861 Custodial Assistant

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	20	39	2	19	18
Underutilized?					
# Underutilized					
Actual Util%	46.5%	90.7%	4.7%	44.2%	41.9%
Labor Market%	27.3%	48.9%	2.8%	15.6%	28.8%

This is a review of utilization, and underutilization, of protected groups by College Laboratory Technician Group. A group is displayed only when there are five or more employees assigned to it.

Underutilization occurs where the utilization of a protected group is less than 80% of the utilization projected in the relevant labor market. Where utilization is "Y" a number is provided approximating the number of full-time employees that would have needed to be added to make utilization equal to the labor market. Where utilization is "Y" and the number is zero (0), this indicates that underutilization exists but not to the level of one full-time equivalent when numbers were rounded. Blanks represent no underutilization.

Underutilization numbers for females and for total minority represent specific "placement goals" as prescribed for Federal Affirmative Action Plans.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native, and Two or More Races.

College Lab Tech - Science, Tech, Eng.

12 Staff

Employees in this category are assigned to the following department(s):

10225 Sciences

	Female	Total Minority	Asian, Hawaiian, Other PI	Black/African American	Hispanic/ Latino inc PR
Lab Tech Staff	9	7	2	0	5
Underutilized?				Y	
# Underutilized				1	
Actual Util%	75.0%	58.3%	16.7%	0.0%	41.7%
Labor Market%	27.8%	30.0%	12.9%	8.0%	7.0%

This is a review of utilization, and underutilization, of protected groups by academic program, for faculty. Only those disciplines with five or more faculty are included here.

Underutilization occurs where the utilization of a protected group is less than 80% of the utilization projected in the relevant labor market. Where utilization is "Y" a number is provided approximating the number of full-time employees that would have needed to be added to make utilization equal to the labor market. Where utilization is "Y" and the number is zero (0), this indicates that underutilization exists but not to the level of one full-time equivalent when numbers were rounded. Blanks indicate no underutilization.

Underutilization numbers for females and for total minority represent specific "placement goals" as prescribed for Federal Affirmative Action Plans.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native, and Two or More Races.

Area, Ethnic, Cultural, Gender, and Group Studies

Faculty reported in this category are assigned to the following department(s):

10314 Africana Studies
10179 Latin American & Latina/O St

Job Group Faculty-Professorial

15 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	8	12	0	3	9
Underutilized?			Y		
# Underutilized			1		
Actual Util%	53.3%	80.0%	0.0%	20.0%	60.0%
Labor Market%	61.3%	39.9%	9.4%	16.4%	8.5%

Business, Management, Marketing, Support Services

Faculty reported in this category are assigned to the following department(s):

10088

Economics

Job Group Faculty-Professorial

7 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	2	2	0	1	1
Underutilized?	Y		Y	Y	
# Underutilized	1		0	0	
Actual Util%	28.6%	28.6%	0.0%	14.3%	14.3%
Labor Market%	43.9%	33.6%	7.1%	20.8%	4.5%

Communications, Journalism, etc. AND Visual and Performing Arts

Faculty reported in this category are assigned to the following department(s):

10060 Communication And Theater Arts

Job Group Faculty-Professorial

8 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	5	1	0	0	1
Underutilized?		Y	Y	Y	
# Underutilized		1	0	1	
Actual Util%	62.5%	12.5%	0.0%	0.0%	12.5%
Labor Market%	60.9%	24.5%	6.3%	8.0%	8.3%

Education - Developmental

Faculty reported in this category are assigned to the following department(s):

75023	Counseling & Human Services
80170	Grant & Research Admin
80259	Provost's Office
65098	SEEK - Academic
65100	SEEK - Lump Sum

Job Group Faculty-Professorial

11 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	9	8	0	3	5
Underutilized?			Y		
# Underutilized			1		
Actual Util%	81.8%	72.7%	0.0%	27.3%	45.5%
Labor Market%	49.3%	16.6%	7.7%	3.8%	4.8%

English Language and Literature/Letters

Faculty reported in this category are assigned to the following department(s):

10102

English

Job Group Faculty-Professorial

38 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	20	7	2	3	2
Underutilized?					
# Underutilized					
Actual Util%	52.6%	18.4%	5.3%	7.9%	5.3%
Labor Market%	60.0%	12.6%	3.5%	3.4%	3.9%

Job Group Faculty-Lecturer

12 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	8	3	2	1	0
Underutilized?					Y
# Underutilized					1
Actual Util%	66.7%	25.0%	16.7%	8.3%	0.0%
Labor Market%	66.4%	18.1%	3.5%	6.1%	6.2%

Foreign Languages, Literatures, and Linguistics

Faculty reported in this category are assigned to the following department(s):

10117 Modern Languages & Literatures

Job Group Faculty-Professorial

5 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	5	3	0	0	3
Underutilized?			Y	Y	
# Underutilized			0	0	
Actual Util%	100.0%	60.0%	0.0%	0.0%	60.0%
Labor Market%	60.0%	21.1%	6.2%	1.9%	11.7%

History

Faculty reported in this category are assigned to the following department(s):

10147 History

Job Group Faculty-Professorial

18 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	7	4	1	1	1
Underutilized?					
# Underutilized					
Actual Util%	38.9%	22.2%	5.6%	5.6%	5.6%
Labor Market%	43.0%	16.8%	3.7%	5.2%	6.8%

Homeland Security, Law Enforcement, Firefighting, etc.

Faculty reported in this category are assigned to the following department(s):

10419	Criminal Justice
10234	Law, Police Sci & Crim Justice Adm
10116	Security, Fire and Emergency

Job Group Faculty-Professorial

47 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	15	15	6	5	4
Underutilized?	Y			Y	
# Underutilized	12			4	
Actual Util%	31.9%	31.9%	12.8%	10.6%	8.5%
Labor Market%	57.3%	27.7%	2.3%	18.3%	6.5%

Job Group Faculty-Lecturer

5 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	0	0	0	0	0
Underutilized?	Y	Y	Y	Y	Y
# Underutilized	3	2	0	1	1
Actual Util%	0.0%	0.0%	0.0%	0.0%	0.0%
Labor Market%	51.9%	30.9%	3.5%	14.3%	10.6%

Library (Librarians/Non-Teaching)

Faculty reported in this category are assigned to the following department(s):

70054 Library

Job Group Faculty-Professorial

12 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	10	2	1	0	0
Underutilized?				Y	Y
# Underutilized				1	1
Actual Util%	83.3%	16.7%	8.3%	0.0%	0.0%
Labor Market%	79.4%	14.3%	1.6%	6.8%	5.4%

Mathematics and Computer Science

Faculty reported in this category are assigned to the following department(s):

10195 Mathematics & Computer Science

Job Group Faculty-Professorial

17 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	4	8	7	1	0
Underutilized?					Y
# Underutilized					1
Actual Util%	23.5%	47.1%	41.2%	5.9%	0.0%
Labor Market%	24.9%	19.9%	10.3%	4.5%	3.5%

Job Group Faculty-Lecturer

7 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	2	6	1	3	2
Underutilized?					
# Underutilized					
Actual Util%	28.6%	85.7%	14.3%	42.9%	28.6%
Labor Market%	35.2%	29.4%	17.0%	5.4%	5.0%

Multi/Interdisciplinary Studies

Faculty reported in this category are assigned to the following department(s):

10165 Interdisciplinary Studies

Job Group Faculty-Professorial

8 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	4	0	0	0	0
Underutilized?		Y	Y	Y	Y
# Underutilized		2	1	1	0
Actual Util%	50.0%	0.0%	0.0%	0.0%	0.0%
Labor Market%	58.4%	23.9%	6.5%	12.0%	3.7%

Philosophy and Religious Studies

Faculty reported in this category are assigned to the following department(s):

10221 Philosophy

Job Group Faculty-Professorial

11 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	4	4	1	2	1
Underutilized?					
# Underutilized					
Actual Util%	36.4%	36.4%	9.1%	18.2%	9.1%
Labor Market%	34.4%	17.0%	3.8%	6.7%	4.2%

Physical Sciences

Faculty reported in this category are assigned to the following department(s):

10225 Sciences

Job Group Faculty-Professorial

22 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	10	8	4	2	2
Underutilized?					
# Underutilized					
Actual Util%	45.5%	36.4%	18.2%	9.1%	9.1%
Labor Market%	33.2%	17.6%	7.5%	3.6%	4.5%

Psychology

Faculty reported in this category are assigned to the following department(s):

10245 Psychology

Job Group Faculty-Professorial

44 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	24	10	3	5	2
Underutilized?	Y				Y
# Underutilized	8				1
Actual Util%	54.5%	22.7%	6.8%	11.4%	4.5%
Labor Market%	73.8%	23.5%	5.2%	8.4%	7.5%

Public Administration and Social Service Professions

Faculty reported in this category are assigned to the following department(s):

10249 Public Management

Job Group Faculty-Professorial

26 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	12	5	2	3	0
Underutilized?	Y	Y		Y	Y
# Underutilized	5	3		3	1
Actual Util%	46.2%	19.2%	7.7%	11.5%	0.0%
Labor Market%	67.3%	32.3%	4.1%	21.5%	4.9%

Job Group Faculty-Lecturer

5 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	1	2	0	1	1
Underutilized?	Y		Y		
# Underutilized	3		0		
Actual Util%	20.0%	40.0%	0.0%	20.0%	20.0%
Labor Market%	76.6%	36.3%	4.8%	18.2%	10.9%

Social Sciences

Faculty reported in this category are assigned to the following department(s):

10015	Anthropology
10316	Political Science
10283	Sociology

Job Group Faculty-Professorial

57 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	29	14	6	4	4
Underutilized?					
# Underutilized					
Actual Util%	50.9%	24.6%	10.5%	7.0%	7.0%
Labor Market%	48.4%	21.0%	6.8%	5.8%	6.5%

Visual and Performing Arts

Faculty reported in this category are assigned to the following department(s):

10022

Art And Music

Job Group Faculty-Professorial

9 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	4	4	0	2	2
Underutilized?			Y		
# Underutilized			1		
Actual Util%	44.4%	44.4%	0.0%	22.2%	22.2%
Labor Market%	51.3%	16.1%	6.8%	2.9%	4.9%

F. PERSONNEL ACTIVITY TABLE-EMPLOYEES

Appendix F-1 Personnel Activity Table By Job Group and Ethnicity (IA Plan)

CAMPUS OF RECORD (All)

Sum of VALUE		MINSTAT IA Fed Minority Asian	IA PLAN ETHNICITY Black/ African American	Hispanic/Latino	Other Minority	Fed Minority Total	Ital-Amer	Not Minority	Grand Total
GROUP	TYPE								
Admin1 - Executives		1	1	1		3	-1	2	4
	Joined Group			1		1		2	3
	Left Group						-1	-1	-2
	Status Change	1	1			2		1	3
Admin2 - Managers		1	2	4		7	-2	4	9
	Joined Group		2	5		7		5	12
	Left Group		-1	-1		-2	-2	-4	-8
	Move within Job Group	1	1			2		3	5
Admin3 - Administrators		2	12	7	2	23	-1	12	34
	Joined Group	2	11	7	1	21		16	37
	Left Group		-2	-5		-7	-1	-6	-14
	Move within Job Group		2	4		6		2	8
	Status Change		1	1	1	3			3
Admin4-College Lab Technicians			-1	1		0			0
	Joined Group			1		1			1
	Left Group		-1			-1			-1
Basic Crafts - Buildings & Grounds			-1			-1			-1
	Left Group		-1			-1			-1
Broadcast-Media Technicians		-1	-1	-1		-3		1	-2
	Left Group	-1	-1	-1		-3		-1	-4
	Move within Job Group							2	2
Campus Peace Officer-L-1			-4	0	1	-3		-1	-4
	Joined Group		1	2	1	4			4
	Left Group		-5	-2		-7		-1	-8
Campus Public Safety Sergeant			0	1		1	1	0	2
	Joined Group		1			1	1		2
	Left Group		-1			-1		-1	-2
	Move within Job Group			1		1		1	2
CUNY Office Assistants		1	2	-1		2		2	4
	Joined Group	2	1	2		5		1	6
	Left Group	-1	-3	-6		-10			-10
	Move within Job Group		4	3		7		1	8
Custodial		1	3	2		6		1	7
	Joined Group	1	5	3		9		1	10
	Left Group		-2	-1		-3			-3
Custodial - Supervisory			1			1			1
	Joined Group		1			1			1
Facilities - Managerial			1			1		3	4
	Joined Group							1	1
	Move within Job Group		1			1		1	2
	Status Change							1	1
Faculty - Lecturers			-1			-1	-2	-3	-6
	Joined Group							2	2
	Left Group		-1			-1	-2	-5	-8
Faculty - Professorial		5	1	2	0	8	-1	-3	4
	Joined Group	2	1	1		4	1	5	10
	Left Group	-1	-1	-2	-1	-5	-3	-18	-26
	Move within Job Group	4	1	3	1	9	1	10	20
Info Tech - Professional			2			2			2
	Joined Group		1			1			1
	Move within Job Group		1			1			1
Info Tech - Technician			-1			-1			-1
	Left Group		-1			-1			-1

Appendix F-1 Personnel Activity Table By Job Group and Ethnicity (IA Plan)

CAMPUS OF RECORD (All)

Sum of VALUE		MINSTAT IA	IA PLAN ETHNICITY						
GROUP	TYPE	Fed Minority Asian	Black/ African American	Hispanic/Latino	Other Minority	Fed Minority Total	Ital-Amer	Not Minority	Grand Total
Mail/Message Services Workers								-1	-1
	Left Group							-1	-1
Security - Managerial								-1	-1
	Left Group							-1	-1
Skilled Trades		1	-3	1		-1		0	-1
	Joined Group	1		1		2		4	6
	Left Group		-3			-3		-4	-7

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
Admin1 - Executives				
	Dana Davies	1		1
		1		1
		1		1
	James Llana		-1	-1
			-1	-1
			-1	-1
	Michael Sachs		1	1
			1	1
			1	1
	Robert Troy		-1	-1
			-1	-1
			-1	-1
	Steven Titan		1	1
			1	1
			1	1
	Mark Flower		1	1
			1	1
	Rajendra Singh		1	1
			1	1
	Dara Byrne	1		1
		1		1
Admin2 - Managers				
	Alena Ryjov	1		1
		1		1
		1		1
	Amanda Martinez	1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
Admin2 - Managers	Amanda Martinez	1		1
	Catherine Alves	1		1
		1		1
		1		1
	Christel Lytwyn	1		1
		1		1
		1		1
	Christopher Laudando		-1	-1
			-1	-1
			-1	-1
	Eric Doering		1	1
			1	1
			1	1
	Gary Zaragovitch		-1	-1
			-1	-1
			-1	-1
	Gerald Russo-Stannard		-1	-1
			-1	-1
			-1	-1
	Ian Howe		1	1
			1	1
			1	1
	Inez Brown	1		1
		1		1
		1		1
	Inga Mezale	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Inga Mezale			
	Jasmine Liz-Mora	1		1
		1		1
		1		1
	Johanna Whitton	-1		-1
		-1		-1
		-1		-1
	Jon Warren		1	1
			1	1
			1	1
	Karen Rambharose	1		1
		1		1
		1		1
	Katherine Outlaw	-1		-1
		-1		-1
		-1		-1
	Laura DeVries	1		1
		1		1
		1		1
	Luke Heywood		1	1
			1	1
			1	1
	Malleidulid Arismendi	1		1
		1		1
		1		1
	Margaret Roidi	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Michele Doney	-1		-1
		-1		-1
		-1		-1
	Nancy Marshall	-1		-1
		-1		-1
		-1		-1
	Nicole Simon	1		1
		1		1
		1		1
	Peter Dodenhoff		1	1
			1	1
			1	1
	Valeria Diaz	-1		-1
		-1		-1
		-1		-1
Admin3 - Administrators				
	Ainsley Kelley	1		1
		1		1
		1		1
	Alexis Pistone	1		1
		1		1
		1		1
	Allison Griffin	-1		-1
		-1		-1
		-1		-1
	Alyssa Spano	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Andre Perez		3	3
			2	2
			2	2
			1	1
	Anesha Carter	1		1
		1		1
		1		1
	Anna Volovik	1		1
		1		1
		1		1
	Brandon Fieland		1	1
			1	1
			1	1
	Brenda Valentin	-1		-1
		-1		-1
		-1		-1
	Carlton Marshall Jr		-1	-1
			-1	-1
			-1	-1
	Caroline Peppers	1		1
		1		1
		1		1
	Catherine Alves	-1		-1
		-1		-1
		-1		-1
	Claire Sternberg	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Claire Sternberg			
	Danielle Poupore	-1		-1
		-1		-1
		-1		-1
	Dashana Adonis	1		1
		1		1
		1		1
	David Arez		1	1
			1	1
			1	1
	David Pangburn		-1	-1
			-1	-1
			-1	-1
	Derek Kasper		1	1
			1	1
			1	1
	Diane Ramirez	-1		-1
		-1		-1
		-1		-1
	Dyncie Valdez	1		1
		1		1
		1		1
	Elizabeth Bracey	1		1
		1		1
		1		1
	Erica Mariano	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Esther Puello	1		1
		1		1
		1		1
	Ian Del Duca		1	1
			1	1
			1	1
	Jacob Ortiz		1	1
			1	1
			1	1
	Jessica Mooney	1		1
		1		1
		1		1
	Jesus Reyes Velardo		1	1
			1	1
			1	1
	Jillian Swencionis	1		1
		1		1
		1		1
	Jonathan Salamak		1	1
			1	1
			1	1
	Joselaine Mackensy	1		1
		1		1
		1		1
	Josephine Pujols	-1		-1
		-1		-1
		-1		-1
	Kathlyn Salazar	1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Kathlyn Salazar	1		1
		1		1
	Kennesha Barnwell	1		1
		1		1
		1		1
	Laura DeVries	-1		-1
		-1		-1
		-1		-1
	Lavaughn Emanis	1		1
		1		1
		1		1
	Malleidulid Arismendi	-1		-1
		-1		-1
		-1		-1
	Manuel Chaparro		1	1
			1	1
			1	1
	Maria Garcia	-1		-1
		-1		-1
		-1		-1
	Mariam Mkrtchyan	1		1
		1		1
		1		1
	Mechelle Grayson	1		1
		1		1
		1		1
	Megan Banford	1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Megan Banford	1		1
	Meghan Butler	1		1
		1		1
		1		1
	Melissa Joseph	1		1
		1		1
		1		1
	Michael Nusbaum		1	1
			1	1
			1	1
	Michael Perillo		1	1
			1	1
			1	1
	Nardia Drummond	1		1
		1		1
		1		1
	Praim Samsoondar		1	1
			1	1
			1	1
	Rabiyyah Williams	1		1
		1		1
		1		1
	Rockel Corbett	1		1
		1		1
		1		1
	Sara Shaw-Clarke	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Sara Shaw-Clarke			
	Sarah Khouzam	-1		-1
		-1		-1
		-1		-1
	Sean Thorne		-1	-1
			-1	-1
			-1	-1
	Sergio Villavicencio		1	1
			1	1
			1	1
	Stanley Fils-Aime		-1	-1
			-1	-1
			-1	-1
	Stephanie Colon	1		1
		1		1
		1		1
	Tamar Montuma	1		1
		1		1
		1		1
	Timothy Mulvena		1	1
			1	1
			1	1
	Wanda Owens	1		1
		1		1
		1		1
	Sergine Louis	1		1
		1		1
	Gabrielle Calderella	1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
Admin3 - Administrators	Gabrielle Calderella	1		1
Admin4-College Lab Technicians				
	Karol Alvarez Heredia	1		1
		1		1
		1		1
	Kiezia Girard-Lawrence	-1		-1
		-1		-1
		-1		-1
Basic Crafts - Buildings & Grounds				
	Sean Riley		-1	-1
			-1	-1
			-1	-1
Broadcast-Media Technicians				
	Anoah Levine		1	1
			1	1
			1	1
	Daniel Gallagher		1	1
			1	1
			1	1
	Hoon Sung Kim		-1	-1
			-1	-1
			-1	-1
	Luis Felicies		-1	-1
			-1	-1
			-1	-1
	Nolan O'Brien		-1	-1
			-1	-1
			-1	-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Suzette Burton	-1		-1
		-1		-1
		-1		-1
Campus Peace Officer-L-1				
	Christian Zarate		-1	-1
			-1	-1
			-1	-1
	David Saums		-1	-1
			-1	-1
			-1	-1
	Denise Rivera Lopez	1		1
		1		1
		1		1
	Emmanuel Frank		-1	-1
			-1	-1
			-1	-1
	Kimberly Smith	1		1
		1		1
		1		1
	Kristopher Owens JR		1	1
			1	1
			1	1
	Latoya White	-1		-1
		-1		-1
		-1		-1
	Monika Marjanovic	-1		-1
		-1		-1
		-1		-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Okechi Nwachukwu		-1	-1
			-1	-1
			-1	-1
	Sabrina Blount	-1		-1
		-1		-1
		-1		-1
	Vanessa Aklassou	-1		-1
		-1		-1
		-1		-1
	Yuknique Guzman	1		1
		1		1
		1		1
Campus Public Safety Sergeant				
	Beethoven Joseph		1	1
			1	1
			1	1
	Constantinos Katergaris		1	1
			1	1
			1	1
	Daniel Muniz		1	1
			1	1
			1	1
	Mariateresa Baglio	1		1
		1		1
		1		1
	Mario Truglio		-1	-1
			-1	-1
			-1	-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
Campus Public Safety Sergeant	Rahmell White		-1	-1
			-1	-1
			-1	-1
CUNY Office Assistants				
	Angela Shelby	1		1
		1		1
		1		1
	Ann Hwang	1		1
		1		1
		1		1
	Bryan Wills		1	1
			1	1
			1	1
	Christine Cohen	1		1
		1		1
		1		1
	Denise Olivares	1		1
		1		1
		1		1
	Dianne Carr-Rodgers	1		1
		1		1
		1		1
	Dominique Mendez Rose	1		1
		1		1
		1		1
	Erica Mariano	-1		-1
		-1		-1
		-1		-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Jack Shen		1	1
			1	1
			1	1
	Jacob Ortiz		-1	-1
			-1	-1
			-1	-1
	Jamie Arizmendy	-1		-1
		-1		-1
		-1		-1
	Jenica Llanos	-1		-1
		-1		-1
		-1		-1
	Joselaine Mackensy	-1		-1
		-1		-1
		-1		-1
	Kimberly Hatcher	-1		-1
		-1		-1
		-1		-1
	Luz Cay	1		1
		1		1
		1		1
	Nahid Farzana		-1	-1
			-1	-1
			-1	-1
	Nathalie Toro	-2		-2
		-2		-2
		-1		-1
		-1		-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Nathalie Toro			
	Olga Kirsanova	1		1
		1		1
		1		1
	Peggy Jean-Baptiste	1		1
		1		1
		1		1
	Rachel Burgos	1		1
		1		1
		1		1
	Samantha Senna	-1		-1
		-1		-1
		-1		-1
	Shakiera Duren	1		1
		1		1
		1		1
	Yesenia Hidalgo	1		1
		1		1
		1		1
Custodial				
	America Sanchez-Mancebo	1		1
		1		1
		1		1
	Deyanires Ramos Hilario	1		1
		1		1
		1		1
	Duane Green		-1	-1
			-1	-1
			-1	-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Duane Green			
	Erciliano Abreu Velos		1	1
			1	1
			1	1
	Gwendolyn White	1		1
		1		1
		1		1
	Inez Ligon	-1		-1
		-1		-1
		-1		-1
	Jesse Smalls		1	1
			1	1
			1	1
	Jose Martinez		-1	-1
			-1	-1
			-1	-1
	Keath Ali		1	1
			1	1
			1	1
	Mason Jordan		1	1
			1	1
			1	1
	Samuel Denis		1	1
			1	1
			1	1
	Sebastian Zarate		1	1
			1	1
			1	1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Walter Corbett		1	1
			1	1
			1	1
Custodial - Supervisory				
	Duane Green		1	1
			1	1
			1	1
Facilities - Managerial				
	Anthony Bracco		1	1
			1	1
			1	1
	Steven Waxman		2	2
			1	1
			1	1
			1	1
	Susan Jeffrey	1		1
		1		1
		1		1
Faculty - Lecturers				
	Abderrahmane Alaoui		1	1
			1	1
			1	1
	Anthony Gentile		-1	-1
			-1	-1
			-1	-1
	John Best		-1	-1
			-1	-1
			-1	-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Jonathan Bendall		-1	-1
			-1	-1
			-1	-1
	Kevin Cassidy		1	1
			1	1
			1	1
	Natalie Chmura	-2		-2
		-2		-2
		-1		-1
		-1		-1
	Stephanie Anderson	-1		-1
		-1		-1
		-1		-1
	Tanya Coke	-1		-1
		-1		-1
		-1		-1
	William Laraia		-1	-1
			-1	-1
			-1	-1
Faculty - Professorial				
	Alexa Capeloto	1		1
		1		1
		1		1
	Amy Adamczyk	1		1
		1		1
		1		1
	Avram Bornstein		1	1
			1	1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Avram Bornstein		1	1
	Bert Van Keulen		-1	-1
			-1	-1
			-1	-1
	Bilal Khan		-1	-1
			-1	-1
			-1	-1
	Christopher Trogan		-1	-1
			-1	-1
			-1	-1
	Cynthia Calkins	1		1
		1		1
		1		1
	Cyriaco Pereira		1	1
			1	1
			1	1
	Delores Jones	-1		-1
		-1		-1
		-1		-1
	Erica Burleigh	1		1
		1		1
		1		1
	Ernest Drucker		-1	-1
			-1	-1
			-1	-1
	Frank Pannizzo		-1	-1
			-1	-1
			-1	-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Frank Pannizzo			
	Frederick Gerkens		1	1
			1	1
			1	1
	Gabrielle Cuesta	1		1
		1		1
		1		1
	Gail Garfield	1		1
		1		1
		1		1
	Gwen Gerber	-1		-1
		-1		-1
		-1		-1
	Hunglung Wei		1	1
			1	1
			1	1
	Isabel Schneider	-1		-1
		-1		-1
		-1		-1
	James Delorenzi		1	1
			1	1
			1	1
	Jana Arsovska	1		1
		1		1
		1		1
	Janice Dunham	-1		-1
		-1		-1
		-1		-1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Jennifer McCarthy	-1		-1
		-1		-1
		-1		-1
	Joan Hoffman	-1		-1
		-1		-1
		-1		-1
	John Bryk		-1	-1
			-1	-1
			-1	-1
	Kimberly Smith	-1		-1
		-1		-1
		-1		-1
	Lucia Velotti	1		1
		1		1
		1		1
	Mallahe Chandrakantha	1		1
		1		1
		1		1
	Mark Zubarev		1	1
			1	1
			1	1
	Mathieu Perron-Dufour		-1	-1
			-1	-1
			-1	-1
	Maureen O'Connor	-1		-1
		-1		-1
		-1		-1
	Maxwell Mak		1	1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Maxwell Mak		1	1
			1	1
	Meredith Dank	1		1
		1		1
		1		1
	Michael Pfeifer		1	1
			1	1
			1	1
	Nathan Lents		1	1
			1	1
			1	1
	Norman Olch		-1	-1
			-1	-1
			-1	-1
	Pamela Livecchi	1		1
		1		1
		1		1
	Phillip Goff		1	1
			1	1
			1	1
	Preeti Chauhan	1		1
		1		1
		1		1
	Raymond Ruggiero		-1	-1
			-1	-1
			-1	-1
	Richard Ocejó		1	1
			1	1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Richard Ocejo		1	1
	Richard Saulnier		-1	-1
			-1	-1
			-1	-1
	Robert Panzarella		-1	-1
			-1	-1
			-1	-1
	Robin Davis	1		1
		1		1
		1		1
	Ryan Devlin		-1	-1
			-1	-1
			-1	-1
	Salomon Guajardo		-1	-1
			-1	-1
			-1	-1
	Samantha Majic	1		1
		1		1
		1		1
	Scott Atran		-1	-1
			-1	-1
			-1	-1
	Scott Stoddart		-1	-1
			-1	-1
			-1	-1
	Shweta Jain	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Shweta Jain			
	Silvia Mazzula	1		1
		1		1
		1		1
	Sondra Leftoff	-1		-1
		-1		-1
		-1		-1
	Susan Pickman	-1		-1
		-1		-1
		-1		-1
	Susan Will	-1		-1
		-1		-1
		-1		-1
	Suzanne Elgendy	1		1
		1		1
		1		1
	Tara Pauliny	1		1
		1		1
		1		1
	Yi He	1		1
		1		1
		1		1
Info Tech - Professional				
	Howard Syblis		1	1
			1	1
			1	1
	Zenobia Petersen	1		1
		1		1
		1		1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
------------------	-------

Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
Info Tech - Professional	Zenobia Petersen			
Info Tech - Technician				
	Howard Syblis		-1	-1
			-1	-1
			-1	-1
Mail/Message Services Workers				
	Gary Schoellig		-1	-1
			-1	-1
			-1	-1
Security - Managerial				
	Kevin Cassidy		-1	-1
			-1	-1
			-1	-1
Skilled Trades				
	Artan Zajmi		-1	-1
			-1	-1
			-1	-1
	David Torres		1	1
			1	1
			1	1
	Hameed Ramjohn		1	1
			1	1
			1	1
	Kevin Welsh		1	1
			1	1
			1	1
	Michael McCarthy		1	1
			1	1
			1	1

Appendix F-2 Personnel Activity Table By Job Group and Gender

CAMPUS OF RECORD	(All)
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Sum of VALUE GROUP	Person_NM	Gender Female	Male	Grand Total
	Michael Patton		-1	-1
			-1	-1
			-1	-1
	Milan Boneta		-1	-1
			-1	-1
			-1	-1
	Mohamed Benna		-1	-1
			-1	-1
			-1	-1
	Mohamed Bouzeria		-1	-1
			-1	-1
			-1	-1
	Patrick Young		1	1
			1	1
			1	1
	Raymond Pomerico		1	1
			1	1
			1	1
	Selwyn Morris		-1	-1
			-1	-1
			-1	-1
	Shatiff Conyers		-1	-1
			-1	-1
			-1	-1

Appendix F-3 Tenure Activity by Department, Title and Ethnicity

CAMPUS OF RECORD (All)

Count of Empl_ID			FED MIN STATUS	FED PLAN ETHNICITY			
Department Name	Person_NM	ACTION	Minority Asian	Black/African American	Hispanic/Latino	Not Minority	Grand Total
Art And Music					1		1
	Cyriaco Pereira				1		1
		1			1		1
					1		1
Economics					1		1
	Catherine Mulder					1	1
		Awarded Tenure				1	1
						1	1
English					1	1	2
	Alexa Capeloto				1		1
		Awarded Tenure			1		1
					1		1
	Tara Pauliny					1	1
		Awarded Tenure				1	1
						1	1
History						1	1
	James Delorenzi					1	1
		Awarded Tenure				1	1
						1	1
Library						1	1
	Marta Bladek					1	1
		Awarded Tenure				1	1
						1	1
Philosophy						1	1
	James Digiovanna					1	1
		Awarded Tenure				1	1
						1	1
Political Science				1			1
	Maxwell Mak			1			1
		Awarded Tenure		1			1
				1			1
	Samantha Majic					1	1
		Awarded Tenure				1	1
						1	1
Psychology			1	1	1		3
	Phillip Goff			1			1
		Hired with Tenure		1			1
				1			1
	Preeti Chauhan		1				1
		Awarded Tenure	1				1
			1				1
	Silvia Mazzula				1		1
		Awarded Tenure			1		1
					1		1
Sciences				1			1
	Marcel Roberts			1			1
		Awarded Tenure		1			1
				1			1
Sociology						2	2
	Jana Arsovska					1	1
		Awarded Tenure				1	1
						1	1
	Richard Ocejio					1	1
		Awarded Tenure				1	1
						1	1
Public Management					1		1
	Salomon Guajardo				1		1
		Tenure Denied			1		1
					1		1

G. SUMMARY OF RECRUITMENT ACTIVITY

Appendix G-1 - Recruiting Activity by Ethnicity

Business Unit Description OFCCP Applicant?		(All) Applicant											
		Column Labels Ttl Minority Asian/Other Pacific Islander		Black/African American		Hispanic/Latino		Other Minority		Ttl Minority Number		Not Minority	Total Number
Row Labels		Number	% of Appl.	Number	% of Appl.	Number	% of Appl.	Number	% of Appl.	Number	% of Appl.	Number	
Administration 1 - Executive Interviewed		5	3%	51	33%	24	16%	4	3%	84	69	153	
			0%	1	50%	1	50%		0%	2		2	
	Offered Position		0%	1	50%				0%	2		2	
Not Interviewed No Offer		5	3%	50	33%	23	15%	4	3%	82	69	151	
		5	3%	50	33%	23	15%	4	3%	82	69	151	
Administration 2 - Managers Interviewed		50	8%	196	31%	125	20%	14	2%	385	246	631	
			0%	2	22%	3	33%	1	11%	6	3	9	
	Offered Position		0%	2	22%	3	33%	1	11%	6	3	9	
Not Interviewed No Offer		50	8%	194	31%	122	20%	13	2%	379	243	622	
		50	8%	194	31%	122	20%	13	2%	379	243	622	
Administration 3 - Administrators Interviewed		417	11%	1,211	32%	875	23%	132	3%	2,635	1,154	3,789	
		1	3%	8	28%	4	14%	2	7%	15	14	29	
	Offered Position	1	3%	8	28%	4	14%	2	7%	15	14	29	
Not Interviewed No Offer		416	11%	1,203	32%	871	23%	130	3%	2,620	1,140	3,760	
		416	11%	1,203	32%	871	23%	130	3%	2,620	1,140	3,760	
Broadcast/Media Technicians Interviewed		11	14%	19	24%	12	15%	2	3%	44	36	80	
			0%		0%		0%		0%	1	1	1	
	Offered Position		0%		0%		0%		0%		1	1	
Not Interviewed No Offer		11	14%	19	24%	12	15%	2	3%	44	35	79	
		11	14%	19	24%	12	15%	2	3%	44	35	79	
Custodians Interviewed		29	4%	425	55%	231	30%	24	3%	709	66	775	
			0%	3	43%	4	57%		0%	7	7	7	
	Offered Position		0%	3	43%	4	57%		0%	7	7	7	
Not Interviewed No Offer		29	4%	422	55%	227	30%	24	3%	702	66	768	
		29	4%	422	55%	227	30%	24	3%	702	66	768	
Faculty - Professorial Interviewed		36	22%	14	9%	16	10%	3	2%	69	94	163	
		1	25%		0%	1	25%		0%	2	2	4	
	Offered Position	1	25%		0%	1	25%		0%	2	2	4	
Not Interviewed		35	22%	14	9%	15	9%	3	2%	67	92	159	

Appendix G-1 - Recruiting Activity by Ethnicity

Business Unit Description	(All)
OFCCP Applicant?	Applicant

	Column Labels											
	Ttl Minority		Black/African American		Hispanic/Latino		Other Minority		Ttl Minority Number	Not Minority	Total Number	
Row Labels	Number	% of Appl.	Number	% of Appl.	Number	% of Appl.	Number	% of Appl.		Number		
No Offer	35	22%	14	9%	15	9%	3	2%	67	92	159	
IT Professionals	47	24%	47	24%	48	25%	4	2%	146	47	193	
Interviewed		0%	1	100%		0%		0%	1		1	
Offered Position		0%	1	100%		0%		0%	1		1	
Not Interviewed	47	24%	46	24%	48	25%	4	2%	145	47	192	
No Offer	47	24%	46	24%	48	25%	4	2%	145	47	192	
Skilled Trades	7	21%	7	21%	4	12%	2	6%	20	13	33	
Interviewed		0%		0%	1	100%		0%	1		1	
Offered Position		0%		0%	1	100%		0%	1		1	
Not Interviewed	7	22%	7	22%	3	9%	2	6%	19	13	32	
No Offer	7	22%	7	22%	3	9%	2	6%	19	13	32	
Grand Total	602	10%	1,970	34%	1,335	23%	185	3%	4,092	1,725	5,817	

Appendix G-2 - Recruiting Activity by Gender

Business Unit Description OFCCP Applicant?	(All) Applicant			
Row Labels	Column Labels			
	Female Number	Male Number	Unknown Number	Total Number
Administration 1 - Executive	74	69	10	153
Interviewed	1	1		2
Offered Position	1	1		2
14617 Assistant Vice President and Dean of Students for Student Affairs		1		1
15464 Associate Provost for Undergraduate Retention, Dean of Undergraduate Studies	1			1
Not Interviewed	73	68	10	151
No Offer	73	68	10	151
14617 Assistant Vice President and Dean of Students for Student Affairs	45	49	7	101
15464 Associate Provost for Undergraduate Retention, Dean of Undergraduate Studies	28	19	3	50
Administration 2 - Managers	316	245	70	631
Interviewed	6	3		9
Offered Position	6	3		9
15121 Associate Director, Employee Engagement, Office of Human Resources	1			1
15203 Associate Director of Multimedia Production and Outreach	1			1
15238 Associate Director for Communication and Implementation - Admissions		1		1
15265 Math & Science Resource Center Manager (Academic Resource Center Manager)	1			1
15286 Associate Director for the New York City Department Of Correction Partnerships (Academic Program Manager)		1		1
15312 Police Liaison Administrator	1			1
15341 Curriculum Manager/Instructional Designer		1		1
15521 Deputy Director of International Student Services	1			1
16079 Service-Learning Specialist, APPLE Corps	1			1
Not Interviewed	310	242	70	622

Appendix G-2 - Recruiting Activity by Gender

Business Unit Description OFCCP Applicant?	(All) Applicant			
Row Labels	Column Labels Female Number	Male Number	Unknown Number	Total Number
No Offer	310	242	70	622
15121 Associate Director, Employee Engagement, Office of Human Resources	117	38	18	173
15203 Associate Director of Multimedia Production and Outreach	36	70	25	131
15238 Associate Director for Communication and Implementation - Admissions	26	12	1	39
15265 Math & Science Resource Center Manager (Academic Resource Center Manager)	15	32	6	53
15286 Associate Director for the New York City Department Of Correction Partnerships (Academic Program Manager)	33	19	5	57
15312 Police Liaison Administrator	22	21	4	47
15341 Curriculum Manager/Instructional Designer	10	14	1	25
15521 Deputy Director of International Student Services	23	15	6	44
16079 Service-Learning Specialist, APPLE Corps	28	21	4	53
Administration 3 - Administrators	2,364	1,063	362	3,789
Interviewed	20	6	3	29
Offered Position	20	6	3	29
14541 Career and Externship Counselor			1	1
14693 Enrollment Coordinator - Enrollment Management Services and Call Center		1		1
14767 Academic Program Coordinator - Department of Public Management	1			1
14945 Coordinator of Community Outreach (Administrator Coordinator)	1			1
14993 Graduate Admissions Counselor		1		1
15157 Program Coordinator, CUNY Justice Academy CSIS Pipeline - (Academic Program Coordinator)	1			1
15234 Student Transition Programs Coordinator (Student Life	1			1
15247 Special Events Coordinator	1			1
15251 Senior Academic Advisor - In-Service Students	1			1
15252 Special Events Specialist			1	1
15259 Senior Academic Advisor, Peer Advisor Program Specialist	1			1

Appendix G-2 - Recruiting Activity by Gender

Business Unit Description OFCCP Applicant?	(All) Applicant
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Row Labels	Column Labels			
	Female Number	Male Number	Unknown Number	Total Number
15282 Academic Operations Coordinator – Office of Undergraduate Studies	1			1
15284 Academic Resource Center Specialist – Alan Siegel Writing Center	1			1
15289 Administrative Coordinator	2			2
15318 Administrative Specialist	1			1
15325 Human Resource Coordinator - Department of Human Resources	1			1
15339 Development Coordinator		1		1
15386 Communications Production Specialist		1		1

H. UTILIZATION OF INDIVIDUALS WITH DISABILITIES

Recruiting Activity by Disability Status

Business Unit Description OFCCP Applicant?	(All) Applicant
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Row Labels	Column Labels Indiv w Disability Number	% of Appl.	Not Disabled Number	% of Appl.	Unknown Number	% of Appl.	Total Number	Total % of Appl.
Administration 1 - Executive	6	4%	146	95%	1	1%	153	100%
Interviewed		0%	2	100%		0%	2	100%
Offered Position		0%	2	100%		0%	2	100%
Not Interviewed	6	4%	144	95%	1	1%	151	100%
No Offer	6	4%	144	95%	1	1%	151	100%
Administration 2 - Managers	23	4%	602	95%	6	1%	631	100%
Interviewed		0%	9	100%		0%	9	100%
Offered Position		0%	9	100%		0%	9	100%
Not Interviewed	23	4%	593	95%	6	1%	622	100%
No Offer	23	4%	593	95%	6	1%	622	100%
Administration 3 - Administrators	148	4%	3,598	95%	43	1%	3,789	100%
Interviewed		0%	29	100%		0%	29	100%
Offered Position		0%	29	100%		0%	29	100%
Not Interviewed	148	4%	3,569	95%	43	1%	3,760	100%
No Offer	148	4%	3,569	95%	43	1%	3,760	100%
Broadcast/Media Technicians	5	6%	75	94%		0%	80	100%
Interviewed	1	100%		0%		0%	1	100%
Offered Position	1	100%		0%		0%	1	100%
Not Interviewed	4	5%	75	95%		0%	79	100%
No Offer	4	5%	75	95%		0%	79	100%
Custodians	38	5%	736	95%	1	0%	775	100%
Interviewed		0%	7	100%		0%	7	100%
Offered Position		0%	7	100%		0%	7	100%
Not Interviewed	38	5%	729	95%	1	0%	768	100%
No Offer	38	5%	729	95%	1	0%	768	100%
Faculty - Professorial	13	8%	150	92%		0%	163	100%
Interviewed		0%	4	100%		0%	4	100%
Offered Position		0%	4	100%		0%	4	100%
Not Interviewed	13	8%	146	92%		0%	159	100%
No Offer	13	8%	146	92%		0%	159	100%
IT Professionals	9	5%	172	89%	12	6%	193	100%
Interviewed		0%		0%	1	100%	1	100%
Offered Position		0%		0%	1	100%	1	100%
Not Interviewed	9	5%	172	90%	11	6%	192	100%
No Offer	9	5%	172	90%	11	6%	192	100%

Recruiting Activity by Disability Status

Business Unit Description	(All)
OFCCP Applicant?	Applicant

Row Labels	Column Labels		Not Disabled	Number	% of Appl.	Unknown	Number	% of Appl.	Total Number	Total % of Appl.
	Indiv w Disability	Number								
Skilled Trades			0%	33	100%			0%	33	100%
Interviewed			0%	1	100%			0%	1	100%
Offered Position			0%	1	100%			0%	1	100%
Not Interviewed			0%	32	100%			0%	32	100%
No Offer			0%	32	100%			0%	32	100%
Grand Total		242	4%	5,512	95%		63	1%	5,817	100%

I. HIRING RATES FOR VETERANS AND INDIVIDUALS WITH DISABILITIES

APPENDIX I - BENCHMARK COMPARISONS FOR VETERANS AND INDIVIDUALS WITH DISABILITIES

Veterans Hiring Benchmark

The benchmark Hiring Rate is 6.7% as established for 2017 by the U.S. Department of Labor.

Factor	2016 – 2017	2015 – 2016	2014 – 2015
A. Number of applicants who self-identified as Veterans before an offer of employment is made	50		
B. Total number of job openings	75		
C. Total number of jobs filled	72		
D. Total number of applicants for all jobs	2,000		
E. Number of Veteran applicants hired	5		
F. Total number of applicants hired	80		
Hiring Rate (E divided by F)	6.25% (5/80)		
Was Benchmark Met? (Yes/No)	No		

Hiring Rate, Individuals with Disabilities

There currently is no benchmark rate for Individuals with Disabilities.

Factor	2016 – 2017	2015 – 2016	2014 – 2015
A. Number of applicants who self-identify as Individuals with Disabilities before an offer of employment is made	20		
B. Total number of job openings	75		
C. Total number of jobs filled	72		
D. Total number of applicants for all jobs	2,000		
E. Number of Individuals with Disabilities hired	4		
F. Total number of applicants hired	80		
Hiring Rate (E Divided by F)	5.0% (4/80)		