

**Baruch College
EXECUTIVE ORDER 11246
AFFIRMATIVE ACTION PLAN (AAP)**

September 1, 2017– August 31, 2018

**PARTS I-VIII:
AAP FOR MINORITIES AND WOMEN**

**PART IX:
AAP FOR INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS**

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**This plan is available for public review at:
<http://www.baruch.cuny.edu/president/affirmativeaction.html>**

The College has prepared this document in Accessible PDF format, available upon request. Please inform the Chief Diversity Officer at (646) 312-4538 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 for this year, the University adjusted the reporting schedule, and the past Plan Reporting year is shorter.

This Plan is available for public review at <http://www.baruch.cuny.edu/president/affirmativeaction.html> and at The William and Anita Newman Library located at Baruch College, 151 East 25th Street, New York, NY 10010-5585

A. COLLEGE OVERVIEW

Baruch College is ranked among the region's and nation's top colleges by *U.S. News & World Report*, *Forbes*, *Princeton Review*, and others. The campus is within easy reach of Wall Street, Midtown, and the global headquarters of major companies and non-profit and cultural organizations, giving students unparalleled internship, career, and networking opportunities. The College's more than 18,000 students, who speak more than 110 languages and trace their heritage to more than 170 countries, have been repeatedly named one of the most ethnically diverse student bodies in the United States.

The College is comprised of three Schools: (a) **THE GEORGE AND MILDRED WEISSMAN SCHOOL OF ARTS AND SCIENCES**. Weissman School has more than 50 areas of study that blend rigorous theory with practical experience. Degrees include the BA, BS, MA, MS, and PhD, (b) **THE AUSTIN W. MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS** prepares students for careers in government and nonprofit sector, offering programs leading to BSPA, MPA, Executive MPA, MIA, and MS in Education degrees while serving as a resource for governmental and nonprofit entities at the local, state, and national levels, and (c) **THE ZICKLIN SCHOOL OF BUSINESS** has renowned faculty experts across the business spectrum and acclaimed AACSB-accredited programs leading to BBA, MBA, MS, Executive MBA and MS, and PhD degrees.

Baruch College's nationally recognized, award-winning library, the William and Anita Newman Library, houses a collection that include over 625,000 print volumes 150,000 eBooks, and over two million units of microform. The Library's collection of electronic resources includes several hundred online databases, accessible from nearly 100 PC workstations.

In addition, Baruch College is home to a number of centers and institutes including the Lawrence N. Field Center for Entrepreneurship, the Robert Zicklin Center for Corporate Integrity, the Wasserman Trading Floor/Subotnick Financial Services Center, the Center for the Study of Business and Government, the Weissman Center for International Business, the Baruch College Survey Research Unit, the Steven L. Newman Real Estate Institute, the Bernard L. Schwartz Communication Institute, and the Baruch Performing Arts Center (BPAC). The College's Division of Continuing and Professional Studies (CAPS) offers numerous work-related programs and training courses many of which can lead to certificates in Business, Real Estate, Bookkeeping, Human resources and Information Technology. Comprehensive modern languages and English as a Second Language courses are also offered. Courses in Continuing and Professional Studies are taught by professionals in the fields.

The award-winning Newman Vertical Campus features state-of-the-art classrooms, computer and research

laboratories, auditoriums, a recreation and fitness center, conference rooms, faculty offices, a performing arts center, a bookstore, and a food court.

B. HISTORY

Tracing its routes to the founding of the Free Academy in 1847, Baruch College is part of the nation's first tuition-free institution of higher education. In 1919, the School of Business and Civic Administration was established, and in 1953 the College was named in honor of Bernard M. Baruch, benefactor, statesman, financier, and alumnus of the Free Academy. In 1968 Baruch College was established as an independent senior college of the City University of New York. US News & World Report, Forbes, and The Princeton Review, among others, rank Baruch College among the top colleges in the United States. Today, Baruch College enrolls more than 18,000 students representing over 168 countries; its student body continues to be named one of the most ethnically diverse in the United States. It also has 13 varsity NCAA Division III sports teams on campus.

C. MISSION

The College's commitment to higher education and to the larger community is reflected in its Mission Statement:

Baruch College of the City University of New York remains dedicated to being a catalyst for the social, cultural, and financial mobility of a diverse student body, reflective of its historical mission. Baruch College educates men and women for leadership roles in business, civic and cultural affairs, and academia. It offers rigorous baccalaureate, Masters, and doctoral programs to qualified students who seek careers in business, public affairs, and the arts and sciences. Integrating professional education with the arts and sciences for undergraduates, Baruch College's faculty cultivates its students' analytical ability, critical thinking, cultural awareness, and ethical sensibility. The College's graduate programs focus on professional preparation that enables students to become leaders and innovators in their fields. The faculty's contributions to knowledge reflect a commitment to teaching, research, scholarship, public policy, and artistic creativity. Through executive education, continuing studies programs, and public events, Baruch engages the larger civic and international community that includes its supportive alumni, extending the College's visibility and nurturing its global reputation.

D. ORGANIZATION CHART

[Appendix A](#) displays an organization chart.

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 Chancellery 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) 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 Baruch 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 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 assures 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 Mona Jha, Esq. as the Chief Diversity Officer (CDO). Ms. Jha, as CDO, is the head of the Office of Diversity, Compliance, and Equity initiatives (ODCEI), located at 137 E. 22nd Street, Rm. 204. She can be reached at Mona.Jha@baruch.cuny.edu, (646) 312-4540. As the President's primary designee, the CDO:

- Provides confidential consultation for, investigates and resolves discrimination/harassment 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 reports and evaluates the impact of specific initiatives and Affirmative Action programs overall,
- 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
- Assures the College's participation in university-wide initiatives promoting diversity and inclusion.

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. The College's leadership team as of September 1, 2016 consisted of the following executive officers:

- Dr. Mitchel B. Wallerstein, President
- Dr. David Christy, Provost and Senior Vice President for Academic Affairs
- Dr. David Birdsell, Dean, School of Austin W. Marx School of Public and International Affairs
- Dr. John Choonoo, Director of Institutional Research and Program Assessment
- Ms. Katharine T. Cobb, Vice President for Administration and Finance
- Ms. Olga Dais, Esq., Assistant Vice President, Legal Counsel and Labor Designee
- Dr. Arthur Downing, Vice President for Information Services and Dean of the Library
- Ms. Mary Gorman, Vice President for Enrollment Management and Strategic Academic Initiatives
- Dr. Aldemaro Romero, Dean, Weissman School of Arts & Sciences
- Dr. Samuel Johnson, Jr., Chair, Faculty Senate
- Dr. Fenwick Huss, Dean, Zicklin School of Business
- Mr. Art King, Vice President for Student Affairs and Dean of Students
- Ms. Christina Latouf, Vice President for Communications, External Relations & Economic Development
- Ms. Kenya N. Lee, Chief of Staff, Office of the President
- Dr. Myung-Soo Lee, Vice Provost for Global Strategies
- Ms. Mona Jha, Esq., Chief Diversity Officer
- Mr. David Shanton, Vice President for College Advancement

These individuals:

- Assure that their unit(s) adhere to Non-Discrimination and Affirmative Action Policies
- Assist President and CDO in developing, maintaining, and implementing the Affirmative Action Plan
- Foster an inclusive environment within their sphere of influence.

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 included, but were not limited to:

- Keri Bertino, Director, Writing Center
- Rusudan Chitaia, Assistant Director of Academic Administration, School of Public Affairs
- Boo Choi, Director of Administrative and Financial Services, Weissman School of Arts and Sciences
- John Choonoo, Director, Institutional Research and Program Assessment Dr. Albert Croker, Professor, Statistics and Computer Information Systems Angelina Delgado, Director of Operations and Finance, School of Public Affairs Clemente Diaz, Associate Director, College Now
- Nidzaida Garcia, Assistant Director, Student Academic Consulting Center
- Monique George, Executive Director, Office of Human Resources
- Stephanie Gika, Senior Academic Advisor, Center for Academic Advising
- Patricia Imbimbo, Associate Dean, Student Affairs
- Emmanuel Gomez, Assistant to the AVP, Vice President for Administration and Finance
- Anne Himmelsbach, Career Advisor, Graduate Career Management
- Sonia Jarvis, Distinguished Lecturer, School of Public Affairs
- Zay LaFleur John, Assistant Director, Starr Career Development Center
- Kenya Lee, Chief of Staff to the President
- Douglas Medina, Associate Director, Honors Program
- Elyse Mendel, Assistant Director, Weissman Graduate Studies
- Mona Jha Esq., Chief Diversity Officer
- Gloria Paulus, Lecturer, SEEK Program
- Glenn Petersen, Professor, Department of Sociology and Anthropology
- Lindsey Plewa, Manager, Graduate Career Programs, Graduate Career Services, Zicklin School of Business
- Jack Pullara, Manager, Working Professional Careers Program, Graduate Career Services, Zicklin School of Business
- Denyse Ramkaran, Director of Testing and Evaluation, Office of the AVP for Enrollment Management
- Jorge Sanchez, Budget Analyst, Office of Budget and Planning
- Ellen Stein, Acting Director, Starr Career Development Center
- Melissa Sultana, Director of Special Programs, School of Public Affairs
- Carrie Thomas, Head Women's Volleyball Coach, Athletics
- Ingrid Tineo, Acting Deputy Director, Starr Career Development Center
- Adia Tucker, Assistant Director, Starr Career Development Center

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.

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 faculty. The Faculty Diversity Strategic Plan 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: <https://www.baruch.cuny.edu/provost/diversity.htm>

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.

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.

Anyone who did not specify a gender and/or ethnicity is included in the workforce analysis but not included in a protected group if they did not disclose one.

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.

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

Category	Group	Total Staffing	Females	Minorities
Executive/Administrative/	Administration 1 (Executives)	30	16	8

Category	Group	Total Staffing	Females	Minorities
Managerial				
	Administration 2 (Managers)	149	100	64
	Facility Manager	2	0	1
	IT Computer Manager	2	0	1
	Security Manager	1	0	1
Professional - Faculty	Faculty-Developmental			
	Faculty-Instructor	1	0	1
	Faculty-K-12			
	Faculty-Lecturer	60	25	15
	Faculty-Professorial	450	178	135
Professional – Non-Faculty	Accountant	5	4	5
	Administration 3 (General Admin)	171	120	112
	Administration 5 (Engineers/Architects)	4	2	1
	Disability Accommodation Specialist			
	IT Computer Professional	24	5	20
	Nurse			
Administrative Support Workers	Accountant Assistant	8	5	6
	Administrative Assistant	24	21	17
	Office Assistant	65	57	46
	Mail Services Worker	3	1	3
Craft Workers and Related	Basic Crafts-Buildings and Grounds	8	0	5
	Laborers and Helpers	3	0	1
	Skilled Trades	25	0	5
	Skilled Trades-Supervisor	3	0	0
Technicians	Administration 4	7	3	4
	Broadcast/Media	4	0	4
	Engineering Technician			
	IT Support Technician	3	3	3
	Print Shop			
Service Workers	CPO Level 1	59	15	56
	CPO Level 2	7	1	6
	CPO Sergeant	12	2	11
	Custodial	86	27	83
	Custodial Supervisor	13	2	13

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

Title	Change
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”
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 was 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 as compared with Labor Market Availability. We omit analyses for groups of fewer than five employees 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).

Table 3: Summary Utilization - Faculty

This is a summary of utilization, and underutilization, of protected groups by job group and faculty program (or "discipline"). Only those groups with five or more employees are included here.

This version compares the underutilization numbers as reported to the CUNY Trustees based on 2016 Affirmative Action Plans that were edited and corrected during the Winter and Spring of 2017. Differences in assigning faculty to academic programs mean that comparisons with prior years should be viewed as approximate.

Job Category	UNDERUTILIZATION											
	Total Staff		Female		Total Min		Asian		Black Af-Am		Hisp-Latino	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
EEO Category: Professional Faculty												
Job Group: Faculty-Professorial												
Biological and Biomedical Sciences AND Physical Sciences	24		3		2		1					
Business, Management, Marketing, Support Services	130	135	13	16					23	24		2
Communications, Journalism, and Related Programs	26	22		1	2	3				1	2	1
English Language and Literature/Letters	38	35		2								1
Foreign Languages, Literatures, and Linguistics	15	15	3	3								
History	14	16		1								
Legal Professions and Studies	15	15		2	2	5		1	1	2		1
Library (Librarians/Non-Teaching)	20	20	7	5								
Mathematics and Statistics	56	56	4	3					2	2		
Philosophy and Religious Studies	8	8	2	1					1			
Psychology	23	23	5	4	2	3		1	1	1	2	2
Public Administration and Social Service Professions	35	36	11	9	3	4			6	5		2
Social Sciences	24	26		1	2	2				1	2	2
Visual and Performing Arts	16	16			1	1				1	1	1

EEO Category: Professional Faculty

Job Group: Faculty-Lecturer

Business, Management, Marketing, Support Services	20	19	2	5		1				1		1
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EEO Category: Professional Faculty

Job Group: Faculty-Lecturer

Mathematics and Statistics	13	6			3	1	2	1	1		
Public Administration and Social Service Professions	11	12	3	6	1	1				1	2

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.

Underutilization levels at the staff levels has decreased significantly at Baruch:

- ECP level: There is NO underutilization. Baruch actively recruited women for hiring at the ECP level. Examples: Carla Yip and Mona Jha who are also Asian and Gwendolyn Webb, who is White.
- All of the other Administrative Levels: There is NO underutilization. In 2016, there was underutilization of 4 Black/African-Americans, which was negated during this past hiring cycle.
- CPO Level 1: There is NO underutilization. The underutilization of 2 females in 2016 has been addressed.
- All other staffing levels: The underutilization at all of the other levels has been diminishing slightly at all of the other levels. The one category that does need to be addressed is the Craft Workers where there is underutilization of women and, in the case of skilled trades, minorities.

The underutilization at the faculty level needs to be addressed especially for females and for Black/African-Americans remains. However, there are other factors at work. SPIA will always show up as dramatically underutilized because of the way federal statistics are reported, particularly among African Americans and women. The reason is that public policy and administration titles are lumped together with social work. The social work professoriate is much more racially and ethnically diverse than public policy and administration, and it is overwhelmingly female, whereas policy and administration is predominantly male. Further, social work is 75% of the sample, meaning that their numbers substantially overwhelm the public policy professoriate data. However, SPIA does have a very active Faculty Diversity Committee. A member of that committee serves on every one of SPIA's searches and recommends strategies for improving the diversity of the pools. They also recommend diversity initiatives that are not directly related to hiring. One example during this past academic year is the sponsorship, together with the BLSCI, of a seminar in which faculty were introduced to diversify their teaching, primarily through changes in assignments and syllabi. They were also involved in academic and professional organizations such as NASPAA and ARNOVA.

The Zicklin School continues to invest in the PhD Project for long term deployment of underrepresented population. Zicklin participated in the Black Doctoral Network Job Fair but determined that the CVs posted were primarily for those disciplines related to Arts & Sciences or Public Policy.

Based on the past year's hiring season, which will not be reflected until the next year's plan, the Weissman School has made significant strides in hiring underrepresented minorities and women.

During the FY 16-17, the Weissman School completed 15 hires. Of these 3 African-Americans (one of them is a woman), 3 Latinas, one Arab-African, one transgendered. This was achieved by working closely with different departments in order to maximize the chances that underrepresented were hired in the school. The school has converted the visiting professor line in postdoctoral line with the expressed intention of recruiting minorities for that position that can later be hired in the tenure-track lines.

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. Individuals reported for this year generally 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

Category	Activity	Definition
		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.
	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

Category	Activity	Definition
		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.
Tenure Actions	<p>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.</p> <p>Tenure actions are reported by Department, not job group, however, the job title is reported in the chart.</p>	
	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.

According to Table F-3 “Faculty Tenure Actions by Department, Title, and Ethnicity,” 10 faculty members received tenure. Out of the 10 faculty members that received tenure, 3 were Hispanic and 3 were Asian. Furthermore, Table F-4 “Tenure Activity by Department, Title and Gender,” indicated that 6 out of 10 faculty members awarded tenure were female.

In addition to the hiring processes detailed above and in the exhibits, the College participated in 18 hiring pools for civil service personnel, administered by the University. Applicants are qualified based on their score on a civil service examination. At a hiring pool, applicants who are pre-qualified based on their examination score indicate their interest in working at one or more colleges, and colleges make selections as per CUNY’s Civil Service regulations. These individuals are included in the counts of employees hired in Appendix F.

Painter	2 hires (2 male)
Painter Supervisor	1 hire (1 male)
Stationary Engineer	1 hire (1 male)
Architect Assistant	1 hire (1 female)
College Interior Designer	1 hire (1 female)
Media Services Technician	1 hire (1 male, 1 minority)
CUNY Administrative Assistant	1 hire (1 female, 1 minority)
IT Assistant	1 hire (1 male, 1 minority)
IT Associate	1 hire (1 female, 1 minority)
IT Senior Associate	2 hires (2 female, 2 minority)
Director of Technology Support Services	1 hire (1 male, 1 minority)
Custodial Supervisor	1 hire (1 male, 1 minority)
Senior Custodial Supervisor	2 hires (2 male)

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 reviews and approves the posting language from the standpoint of any requirements that may impose bias. In most cases, the Chief Diversity Officer 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 Chief Diversity Officer provides an orientation to committee members on effective selection practices, including practices aimed at reducing the potential for bias in selection. 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 Chief Diversity Officer 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 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.

There were 150 job openings in the 2016-2017 plan. In contrast, this plan year had 76 openings. Despite the decrease in job openings the applicant numbers were approximately the same. In last year's plan there were 11,447 applicants while this year's plan data indicates 11,125 applicants. In regards to interviewing and hiring, there was a significant decrease compared to the previous year's plan. Last year's plan reported that 533 applicants were interviewed, while this year's plan indicates that 312 applicants were interviewed. Furthermore, the previous plan reported that Baruch hired 139 applicants, while this year's plan indicates that 77 applicants were hired. The decrease in interviews and hiring are due to a lower number of job openings.

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.

We review 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% of more based on average salary as well as a material number of employees.

The Chief Diversity Officer and the Human Resources Director will discuss compensation best practices and areas of risk with members of the President's Cabinet on October 16, 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.

Over the prior plan year, the College undertook the following programs in support of Affirmative Action as well as creating a climate of inclusion.

Table 5
Summary of Campus Programs, 2016-2017

Program / Effort	Impact/Discussion
<p>CUNY-sponsored training sessions have educated Baruch’s CDO and personnel in office with best practices that they have been able to use within campus.</p> <p>These include but are not limited to in-person all-day trainings on AAP Reports, as well as half-day trainings, and conference calls: (6/10/16, 6/20/16, 7/6/16, 7/13/16, 7/14/16, 8/5/16, 8/29/16, 9/12/16, 9/26/16, 10/12/16, and 10/24/16). Webinars sponsored by DirectEmployers were given on 2/14/17 and 2/21/17.</p> <p>The trainings also included information for recruitments (9/7/16, 10/5/16, 10/28/16, 12/7/16, 2/6/17 and 5/1/17).</p> <p>CDOs were trained, in some instances with HR, and Labor Designees on 6/10/16, and other times given specific focused training on 9/13/16, 2/14/17, and 6/9/17</p>	<p>CUNY sponsored trainings have resulted in utilizing more sophisticated techniques in communicating the importance of diversity to search committees and hiring personnel.</p>
<p>The Faculty Fellowship Publication Program (FFPP), sponsored by the Office of the Dean for Recruitment and Diversity, aims at advancing CUNY’s institutional goal of a diverse professoriate.</p>	<p>The University-wide initiative assists full-time untenured faculty in the design and execution of writing projects essential to progress toward tenure. Discipline-based writing groups of peers from across the University, facilitated by senior faculty members, provide fellows with feedback on their work, which may include scholarly articles for juried journals, books for academic presses, or, in some instances, creative writing.</p>
<p>The Vice Chancellor for Human Resources Management established the Diversity Projects Development Fund to support scholarly research</p>	<p>The purpose of the Fund is to assist in the development of educational projects, scholarly research, creative endeavors, and professional activities which promote</p>

Program / Effort	Impact/Discussion
<p>projects and other educational activities for or about populations that are traditionally under-represented within higher education. Projects that are sustainable, replicable, or with potential for University-wide impact are encouraged.</p>	<p>diversity, multiculturalism, affirmative action, and non-discrimination on the basis of the following categories: race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender status, disability, genetic predisposition or carrier status, alienage or citizenship, veteran or marital status.</p>
<p>The CDO met with department heads, search chairs, and other relevant constituents to ascertain problems with the current process, faculty recruitment periods and use of discipline related conferences for recruitment purposes ,effectiveness of CDO Reps and Equity Advocate utilization on search committees and problems related to the identification, recruitment, training, and availability of these volunteers who are assigned to search committees to monitor the process and ensure legal, CUNY and Baruch policy compliance.</p>	<p>This accomplished several things:</p> <ol style="list-style-type: none"> 1. Engendered a Department, discipline, program, and initiative specific conversation about diversity and Affirmative Actions. 2. Because it was specific to each group there was increased interest and participation, and 3. The brainstorming produced Department, discipline, program, and initiative specific solutions and recommendations.
<p>The CDO presented the search process findings to President Wallerstein, his cabinet, and other senior staff.</p>	<p>This generated multiple conversations about the efficacy of the current search process, the proposed recommendations, and tweaked the proposed changes.</p>
<p>The CDO discussed the revised proposed changes with the staff at CUNY Central and the CDOs of other CUNY schools.</p>	<p>This produced a final set of changes to the Baruch College search process based on all of the above and the best practices that emanated from these conversations.</p>
<p>Streamlined the entire search process based on all of the above.</p>	<p>The end result is a search process that is Department, discipline, and classification specific, more efficient and effective. Moreover, these changes dramatically increased the probability of reaching our AA goals.</p>
<p>Staff and faculty search committee training materials were created, updated, and/or changed to supplement the above-stated initiative.</p>	<p>Preliminary feedback from faculty and staff indicate a dramatic increase in interest and participation in the diversity and compliance aspects of the search process. There has also been a marked increase in the understanding and appreciation for this work.</p>
<p>Faculty lines were established to be filled exclusively by Baruch College Adjuncts because many of them are URM (Under-represented Minorities). These conversion lines were/are an attempt to diversify our faculty. Both lines were in our Communications Department and resulted in the hiring of two Lecturers.</p>	<p>Two positions were identified and 2 females and 1 URM were hired. More importantly, it sent a strong signal to the college community about President Wallerstein and Baruch’s commitment to diversity and reaching our stated AA goals in particular increasing faculty diversity.</p>
<p>Dean Aldemaro Romero Jr., PhD, Weissman School of Arts and Sciences trained faculty and staff at the President’s Annual Diversity Luncheon. More than 125 faculty, staff, and students, including the President and the CUNY University Dean for Diversity, attended this luncheon event sponsored by the Office of Diversity, Compliance, Equity, and Inclusion (ODCEI). Dr. Romero’s presentation dealt with the “growing scientific evidence in the last few years that conclusively supports the contention that diversity, in a broad sense, provides a strategic advantage to human organizations by making them more productive and innovative.”</p>	<p>This event was significant and effective because:</p> <ol style="list-style-type: none"> 1. It was presented at President Wallerstein’s Annual Diversity Luncheon thus signaling the President’s effort for diversity initiatives. 2. This presentation “Diversity as a Toolbox for Success: The Evidence.” provided scholarly evidence of the institutional benefits of diversity.

Program / Effort	Impact/Discussion
A campus climate survey was conducted by Cambridge Hill	The data that emanated from these focus group assessments provided a snapshot of diversity and affirmative action attitudes across a sample cross-section of faculty, staff, and students to identify potential problem issues and address them.
The Office of Diversity, Compliance, and Equity Initiatives (ODCEI) website has been created and will be launched imminently.	This will centralize Baruch’s compliance, diversity, anti-discrimination, ADA, and other relevant information in one location and provides links to information and forms for easy access for the Baruch College community.
Human Capital Management Training – four sessions over a two month period designed as “Train the Trainers” sessions.	This training was/is part of CUNY’s Administrative Excellence Initiative which requires all staff and faculty system-wide to learn and use CUNYfirst (our PeopleSoft HRIS – HR information System) for all relevant administrative transactions. The result: search process will be more efficient and effective.
On November 2, 2016 Baruch College signed the first part of a two-part agreement with The Headquarters of the Confucius Institute in China that allowed the formation of The New York Confucius Institute for Global Finance at Baruch College. This Institute will be a key education center in New York City for understanding global finance, financial systems, and financial markets by offering workshops and seminars to business and government leaders, professionals and entrepreneurs, and faculty and students from both China and the United States.	This initiative will enhance our current offering of diversity programming and will significantly increase the number of Asian faculty, business leaders, students, and other notables who come to Baruch College to teach and study.
Provost David Christy set up meeting on Feb. 7 2017 with all Department Chairs for discussion concerning their responsibilities as “TRANSFORMATIVE DIVERSITY LEADERS,” as suggested by Dr. Edna Chun’s book on this subject.	This expansive and comprehensive meeting simultaneously built on previous work done by the Provost in the significance of diversity and set the stage for greater involvement, programmatic evolution, and accountability. Topics included: <ol style="list-style-type: none"> 1. “Building a New Taxonomy for Diversity in the Academic Department.” 2. The formal and informal role of the Chair to include diversity learning goals in the curriculum, and 3. “How to build and execute a diversity ‘action plan’ in your department.”
The Enrollment Management and Student Affairs Divisions staff attended the Annual NASPA (Student Affairs Administrators in Higher Education) conference.	This conference had an “Equity, Inclusion, and Social Justice Component and this provided participants with best practices.
Baruch launched the Baruch College Women’s Initiative which is a supportive, professional community that nurtures the ambition, achievement, creativity, growth and success of Baruch women through all stages of their careers at the College.	It is the mission of the Women’s Initiative to create a culture of excellence and empowerment among peers through the strategic results-oriented engagement of women across all departments and employment status. The Initiative hosted programs focused on professional advancement, leadership development, and work-life balance, and advocated for the equality of opportunities and resources.

Program / Effort	Impact/Discussion
<p>The Marx School of Public and International Affairs was the first major division at Baruch College to develop its own AAP. It's Dean, David Birdsell, is the current President of NASPAA (Network of Schools of Public Policy, Affairs, and Administration).</p>	<p>One of the ways that NASPAA's accomplishes its twofold mission to ensure excellence in education and training for public service and to promote the ideal of public service is by incorporating a segment on diversity in each of their conferences every year. This helps to ensure their membership has the tools necessary to be change agents at their respective institutions.</p>
<p>ODCEI staff attended various faculty diversity conferences and symposia including May 16, 2017 entitled "Working Dialogue on Faculty Diversity" because various Baruch faculty members (Regina Bernard, Shelly Eversley, Katherine Pence, Lisa Ellis, Thomas Teufel, Allison Lehrs Samuel), Mona Jha, the Chief Diversity Officer, and Nydia Ocasio-Gourage, the Diversity and Compliance Specialist attended this working dialogue on faculty diversity offered by Vice Chancellor Ginger Waters and University Dean Arlene Torres. Shelly Eversley a Baruch College URM faculty member in our English Department was one of the speakers in this event and discussed her personal experience as a member of a search committee.</p>	<p>The common thread of all of them was/is to emphasize and promote an understanding of faculty diversity, identify the challenges, brainstorm potential solutions, and share best practices.</p>
<p>The Weissman School is working with Graduate Students in MFA to sponsor panel discussions on Cultural Competency. This is a student-led initiative to ensure that "issues of equity, diversity and inclusion [are]...more deliberately and thoughtfully woven into the central fabric of our curriculum.</p>	<p>To achieve this the students have proposed 8 specific actions/initiatives, including</p> <ol style="list-style-type: none"> 1. Panel(s) on the cultural competency topics offered throughout the academic calendar, 2. A Baruch GSA club focused on Equity in the Arts, 3. An increase of female professors and professors of color for courses in graduate program
<p>Arthur Downing, Baruch's Vice President for Information Services and Dean of Library, routinely monitors both his departments and actively seeks ways to improve, not only technology related aids, but also processes and policies.</p>	<p>The William and Anita Newman Library added two assistive technology computer workstations in its open reading area. Additional technology was provided to the Office of Services to Students with Disabilities for on-site use and loan to students through funding provided by the College's Student Technology Fee Committee.</p>
<p>Baruch College is in the midst of major renovations some of which are specifically for our target constituents. These include:</p> <ol style="list-style-type: none"> 1. 17 Lex (temp ramp to entrance on 23rd Street) 2. 135 East 22nd Street – Admin Building (renovation of restrooms on several floors with ADA and/or Universal ADA Single Occupancy) 3. VC – BPAC ticket booth and B3 level access to theatre/black box 4. 25th Street Plaza 	<p>These changes are also geared to help make Baruch College even more accessible and easy to maneuver for individuals with disabilities.</p>
<p>KPMG Phd Project- Baruch continues to participate in the KPMG Phd Project which supports doctoral</p>	<p>With the support of the PhD Project and the Baruch Endowment Fund our minority scholars are able to</p>

Program / Effort	Impact/Discussion
<p>education for minority students. Each year Prof. Justice Tillman (Management) and a PhD candidate represent the business program to recruit minority scholars. Both Prof. Tillman and the PhD candidate in attendance are active members of the PhD Project.</p> <p>The Baruch College Endowment Fund provides additional funding for minority student's education.</p>	<p>thrive in their research efforts. One of our recent graduates Brittany Mercado (Management) was a PhD Project participant and accepted a tenure-track assistant professorship at Elon University, NC.</p>

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
Refinement and expansion of the Office of Diversity, Compliance, and Equity Initiatives (ODCEI) website.	To provide more relevant links and resources to help faculty, staff, and students.
Baruch's next Annual Diversity Luncheon promises to provide compelling and persuasive discussion on the importance of diversity.	This will encourage faculty and staff's enthusiasm for the continuation of diversity initiatives.
ODCEI will continue its various training programs.	To ensure campus-wide edification, compliance, and participation.
On July 10, 2017 Zicklin hosted a delegation from the Shanghai International Studies University that formalized the New York Confucius Institute for Global Finance at Baruch College. This was the second part of the aforementioned two-part agreement: Part one gave Baruch the permission to establish the Institute. Part Two delineates how the institute will be structured and who the partners will be.	This was part two of the aforementioned "Agreement with The Headquarters of Confucius Institute" in China. The formal launch of the New York Confucius Institute for Global Finance at Baruch College will take place Fall semester 2017. In addition to enhancing our current offering of diversity programming and the number of Asian faculty, business leaders, students, and other notables who come to Baruch College to teach and study, it is expected to become a magnet and model for quality diversity initiatives in business and finance.
ODCEI will continue to work with the Provost and other administration leadership on the Faculty Diversity Initiative.	To continue Baruch's Diversity goals.
The Marxe School of Public and International Affairs will continue, under the leadership of Dean David Birdsell, to plan, develop, and implement the NASPAA (Network of Schools of Public Policy, Affairs, and Administration) Annual Conference.	<p>This year's conference includes panel discussions on: Integrating Critical Gender, Race, and Class Discourses in Public Affairs Education</p> <p>Highlights of the panel discussion will include:</p> <ul style="list-style-type: none"> • Making the need to unlearn gendered managerial functions and introduce race conscious public administration dialogue. Coupled within the larger panel discussion, will be examples of how to successfully incorporate such discussions of race, gender,

Program / Effort	Goals/Expected Impact
	<p>and class into the mainstream public administration and management education, rather than relegating it to “special topics” and/or elective classes.</p> <ul style="list-style-type: none"> • Increasing the Number and Percentage of Under-represented Minority (URM) Faculty in MPA/MPP • Faculties • Preparing Students of Color to Apply to Public Policy & International Affairs Masters/PhD Programs and Financial Aid. • Creating a Pipeline for Students of Color to Work in State and Local Government.
<p>Three members of Baruch’s faculty: Michael Seltzer, Shelly Eversley, and Lisa Ellis are members of the University Advisory Council on Diversity. The Council will be advising and supporting the CUNY Vice Chancellor for Human Resources Management and the University Dean for Recruitment and Diversity in their efforts to create and sustain an inclusive community.</p>	<p>The Council, which will also include staff and students, will funnel system-wide exchanges of information, strategies, and recommendations relating to climate, recruitment and success metrics. This is part of a larger CUNY led effort to strengthen diversity, equity, and inclusion initiatives system-wide and help each CUNY college realize its AA goals.</p>
<p>The Weissman School is working with Graduate Students in MFA to sponsor panel discussions on Cultural Competency. This is a student-led initiative to ensure that “issues of equity, diversity and inclusion [are]...more deliberately and thoughtfully woven into the central fabric of our curriculum. ODCEI staff will and continues to work to achieve this goal.</p>	<p>To educated Baruch’s community on cultural competency issues.</p>
<p>Baruch College will continue major renovations specifically for individuals with disabilities These include:</p> <ol style="list-style-type: none"> 5. 17 Lex (temp ramp to entrance on 23rd Street) 6. 135 East 22nd Street – Admin Building (renovation of restrooms on several floors with ADA and/or Universal ADA Single Occupancy) 7. VC – BPAC ticket booth and B3 level access to theatre/black box 8. 25th Street Plaza 	<p>These changes will make Baruch College even more accessible and easy to maneuver for individuals with disabilities. Some of this work was done in the last plan year and modifications and improvements continue in the coming plan year.</p>

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. She also integrates compliance information into training programs for faculty, students, and staff.

Amplify the evaluation and incorporation of diversity data in the search and other processes at Baruch.

Work to identify, recruit, train if necessary staff and faculty members to serve as Diversity Ambassadors who will speak to search and other committees about the importance of diversity and engage the campus community in meaningful dialogue.

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 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 Policy also prohibits retaliation for reporting or opposing discrimination, or cooperating with an investigation of a discrimination complaint. (Provide policy statements, including the required anti-retaliation statements, relative to Individuals with Disabilities and Veterans)

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 responding to employment applicants, current employees and visitor requests. Reasonable accommodation requests should be directed to the Office of Human Resources.

The College contact for reasonable accommodation requests is:

Name: Monique Brown-George
Title: Executive Director of Human Resources
Phone: (646) 660-6596
Email: Monique.George@baruch.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 and campus Office of Human Resources Websites. 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.

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 3 official requests for accommodations from employees, for which the process was successfully

concluded 3 times and appealed 0 times. At this time there are no outstanding appeals

- The College responded to 1 request for reasonable accommodation from job applicants which were honored. The College upgraded campus facilities to improve access in various buildings on campus. Construction is currently going on at 17 Lexington, 135 East 22nd Street, the Newman Vertical Campus, and the plaza area on 25th Street.
- Baruch is currently undergoing a campus-wide upgrade of its computers and various software.

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, Mona Jha 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 its Non-Discrimination Policy 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

In the last Plan Year, the College undertook the following targeted efforts for outreach to Veterans and Individuals with Disabilities:

Table 7
Summary of Outreach Efforts for Veterans and Individuals with Disabilities, 2016-2017

Program / Effort	Impact/Discussion
Baruch College, through CUNY-wide membership, is a member of the Direct Employers Association.	Direct Employers has a Recruitment Marketing Platform which includes Disability, Military and Veteran Partners. Our ability to perform the kind of specialized outreach we would like to do for these protected groups is severely hampered by ODCEI’s lack of staff. However, we take advantage of every opportunity we can to do recruit the disabled and veterans and will continue to do so within the parameters of our resources.
Disseminating information concerning employment opportunities to media that reach Disabled Veterans, other Protected Veterans, and Individuals with Disabilities, such as initiating talks to begin a partnership with Squad Leaders, an organization devoted to integrating veterans back into everyday	Squad Leaders, is an organization that we will be scrutinizing more closely in the coming year to determine its efficacy in helping us recruit veterans.

Program / Effort	Impact/Discussion
life (https://www.squadleaders.org/).	
Initiating and maintaining communication with organizations having special interests in the recruitment of and job accommodations for Disabled Veterans, other Protected Veterans, and Individuals with Disabilities.	A large part of our challenge is that we rely on veterans self-identifying in our HRIS system CUNYfirst and indicating there during the application process how they found out about the job they are applying to.
Advertising job openings with a variety of external resources, including required reporting to the New York State Labor Department and related agencies.	A significant challenge is that we rely on veterans self-identifying in our HRIS system CUNYfirst and indicating there during the application process how they found out about the job they are applying to.
Filing the VETS-4212 report on an annual basis.	This provides Baruch College, and ODCEI in particular, with the data necessary to gauge progress in hiring and retaining veterans.
ODCEI and Baruch College HR staff attend CUNY's Recruiters Network meetings dedicated to the recruitment of veterans and the disabled which occurs three times a year.	To obtain information about the latest best practices to enable Baruch to implement and/or modify efforts in this regard.

The College Plans to initiate the following new activities over the next Plan Year:

Table 8
Planned Outreach for Veterans and Individuals with Disabilities, 2017-2018

Program / Effort	Goals/Expected Impact
Baruch will be conducting a review in the coming plan year of the efficacy, costs (direct and indirect), and ROI of Baruch College's outreach to veterans and individuals with disabilities.	This analysis will provide information on projected programs for improvement.
Baruch will also design and implement a campaign designed to encourage Baruch College veterans and individuals with disabilities to self-identify.	This will provide more accurate data and allow employees in this group to offer feedback.
ODCEI and Baruch College staff will continue to participate in CUNY's Recruiter's Network meetings when the topic discussion is about veterans and individuals with disabilities.	To learn best practices and modify our effort, where appropriate.

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

- 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 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 Ms. Mona Jha, Esq. Her 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, and
- 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:

- Olga Dais Esq., Assistant Vice President, Legal Counsel, and Labor Designee,
- Lisa Edwards, Assistant Vice President of Campus Facilities,

- Patricia Fleming, Director for Disability Services, Student Affairs,
- Fred Waeldner, University Architect, Campus Facilities and Operations,
- Christina Toscano, Assistant Architect, Campus Facilities and Operations,
- Sabina Richards, Deputy Director, Office of Human Resources,
- Rusudan Chitaia, Assistant Director of Operations and Finance, Austin W. Marxe School of Public and International Affairs,
- Roseann Pilgrim, Lieutenant and Assistant Director of Public Safety, and
- Mona Jha, Esq., Chief Diversity Officer, Baruch College.

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 also provides opportunities for employees to attend pertinent conferences to enhance their knowledge of disability issues. Representatives of the College's Human Resources and OCDEI regularly attend the CUNY Recruiters Network meetings, where effective outreach to and recruitment of veterans and disabled persons are frequently discussed. On 2/6/17 there was one such meeting dedicated to the disabled and veterans attended by ODCEI and Baruch College staff.

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.

The College's ADA committee, consisting in part of the 504/ADA Coordinator, Executive Legal Counsel, Human Resources, and Student Disabilities Director, analyzes and identifies problems, proposes solutions, and make recommendations regarding the development and implementation of policies and procedures with respect to

disabilities. It also encourages shared responsibilities and accountability.

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

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.

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City University of New York
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BARUCH COLLEGE

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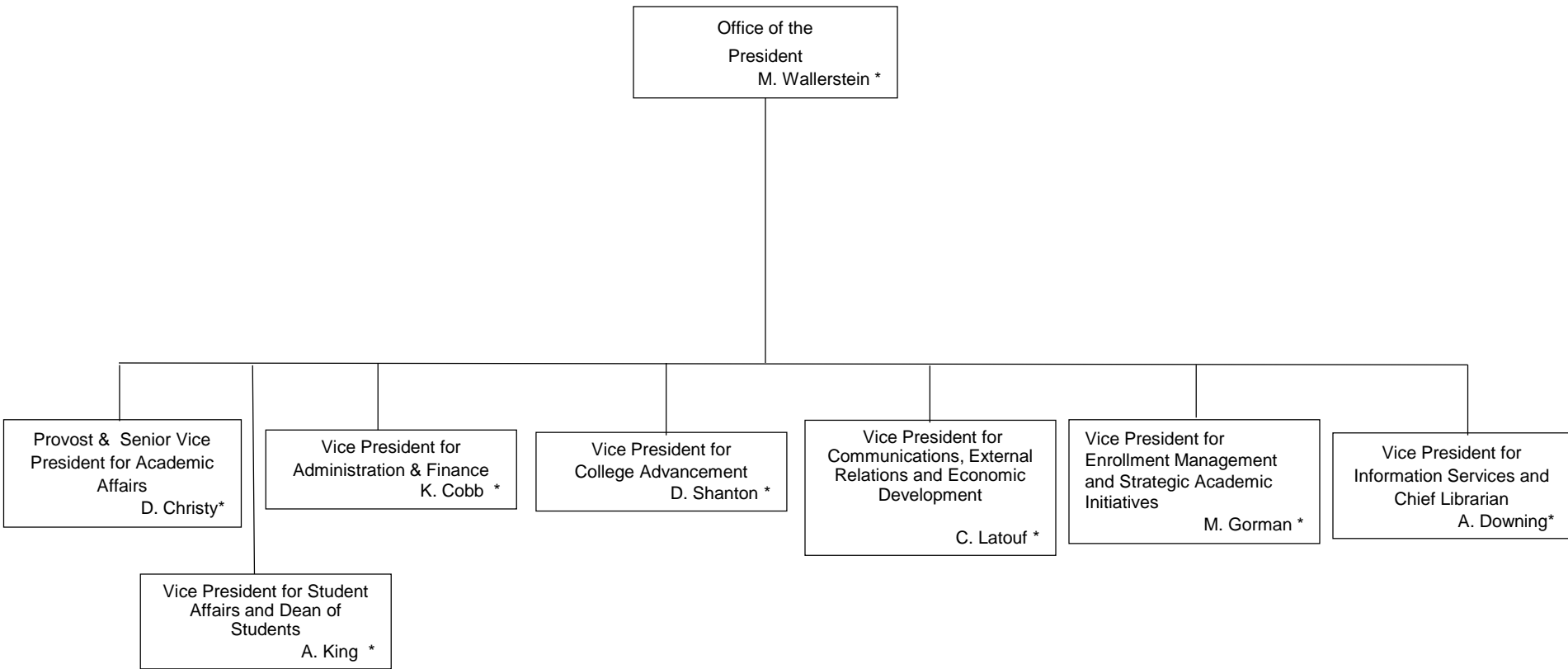
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BARUCH COLLEGE / THE CITY UNIVERSITY OF NEW YORK



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Office of the President

President
M. Wallerstein

Chief of Staff
Associate Administrator
K. Lee

Chief Diversity
Officer – Assistant
Administrator
- M. Jha

Executive Counsel to
the President & Labor
Designee
O. Dais

CAA D. Gaudette

CAA - I. Ramos

aHEO - VACANT

Diversity and Compliance
Specialist
HEa - N. Ocasio-Gourage

Legal Coordinator-
Paralegal
HEa - T. Moore-
Walters

Deputy Legal Counsel
HEO L. Hochstadt

**Office of Communications,
Marketing, and Public
Affairs**

President
M. Wallerstein

Vice President for Communications,
External Relations and Economic
Development
C. Latouf

Executive Director
Communications and Marketing
Assistant Administrator
J. Drucker

Dir of Government &
Community Relations
HEO E. Lugo

Public Relations Director
HEO - S. Bronski

CA - M. Sanchez (PR)
C. McDermott (PR)

Marketing Manager,
Digital Communications
HEA - VACANT

Communications Web
Specialist
HEa - A. Lurye

CA - V. Postnikov
CA- Y. Rojas
CA - M. Zogbi
CA - L. Kelty

Director Comm. &
Marketing
HEO - C. De Jong-Lamber

Marketing Manager
HEA J. Danowitz

Communications Marketing
Manager
HEA - K. Mumford

Communications Pubs
Design Specialist
HEa - N. Gomez

CA - Barbara Lippman

Graphic Design Manager
HEa M. Polanco

Designers
CA - A. Reinhardt
CA - L. Ritchie

Senior Writer/ Editor
HEa D. Harrigan

**Office of the Provost &
Senior Vice President for Academic
Affairs – Overview**

**Provost and Senior Vice President for
Academic Affairs
D. Christy**

CAA - M. Gaffney

Chief of Staff to the
Provost and Vice
President for Academic
Affairs
HEO - L. Lemiesz

Coordinator of
Administrative &
Financial Services
aHEO A. Stevens

Associate Provost for
Academic Administration &
Faculty Development
Asst Vice President
L. Lemiesz

Myung-Soo Lee
Vice Provost for
Global Strategies

Associate Provost –
Teaching and
Learning
D. Slavin*

School of Public Affairs
Dean D. Birdsell *

**Weissman School of Arts &
Sciences**
Dean – A. Romero *

Zicklin School of Business
Dean – F. Huss*

**Continuing and Professional
Studies**
Associate Dean A. Clarkson *

Director of Academic
Administration
HEO J. Fallon

Director of Sponsored
Programs & Research
(SPAR)
HEO - D. Esposito

Assistant Director, Global
HEa– S. Garcia

COA – V. Cano

Academic Affairs Manager
HEA M. Burgos

Administrative
Coordinator
aHEO – VACANT

Research Compliance
Specialist
HEA - K. Peterson

Assistant Director,
Sponsored Programs &
Research
HEa M. Mendez

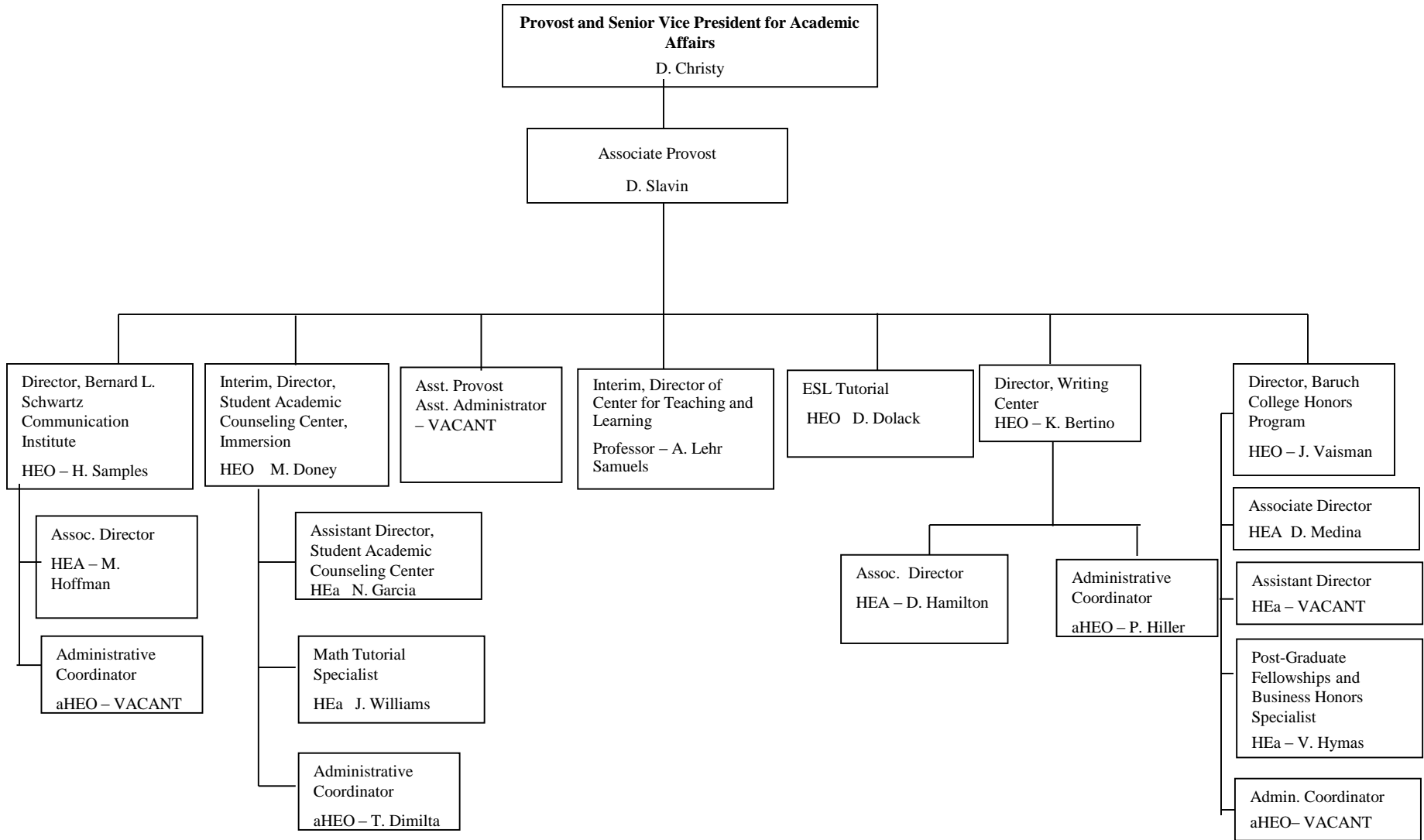
Pre-Award Liaison
aHEO – J. Kharnak

Associate Director (post-
award)
Zolicia Abotsi

Post-Award Liaison
aHEO – T. Smith

*See Separate Chart

Office of the Provost and Senior Vice President for Academic Affairs



Dean's Office - School of Public Affairs

School of Public Affairs
Dean D. Birdsell

Director of Operations & Finance
HEO - A. Delgado

Assistant Director,
HEa - R. Brown

TL-PT (CA):
Arita Asani
Operations
Administrative
Assistant

Associate Dean for Academic Programs
J. Mitchell

COA - P. Cofresi

Coordinator
Administrative
& Financial
Services
aHEO- L.
Nunez

Director of
Technology
HEA - VACANT

Technology
Services
IT Asst- J. Alarcon

Graduate Admissions
& Enrollment
Services
HEO - VACANT

Admissions Coordinator
HEa - D. Battista

Graduate
Admissions
Coordinator
aHEO
John Lee

RF-FT (POI):
Xiomara Garcia
Office Mgr
Student Affairs &
Graduate Admin.

Deputy Director of
Career Services &
Alumni Affairs
HEA - S. Grossman

Student Career
advisor- aHEO
VACANT

Assistant
Director,
Academic
Programs
HEa - D. Saju

Director of Student
Affairs
HE- S. Fajardo

Director, CUNY Institute
for Demographic
Research
Prof. N. Bennett

Executive Director of
Academic Programs
(Acting) Prof. N. Aries

Director of Special
Programs & Ed.
Leadership
Advisement
HEa - M. Sultana

RF-FT (POI): M.
Gulliford
Executive
Assistant,
Academic
Programs

Undergraduate
Coordinator
HEa J. Harrington

Computing Director for
Demographic Research
HEO J. Howell

Graduate
Programs

CA-PT: Vacant
SBL/SDL
Advisement

Prof. - N. Sullivan
Prof. - E. Savas
Assist. Prof. - T. Main
Assoc. Prof. - D. Williams

MPA/NUF
Advisement
aHEO Rawlisha
Lalite

Administrative Director
of Operations and
Research
HEO - M. Marino

Undergraduate
Programs

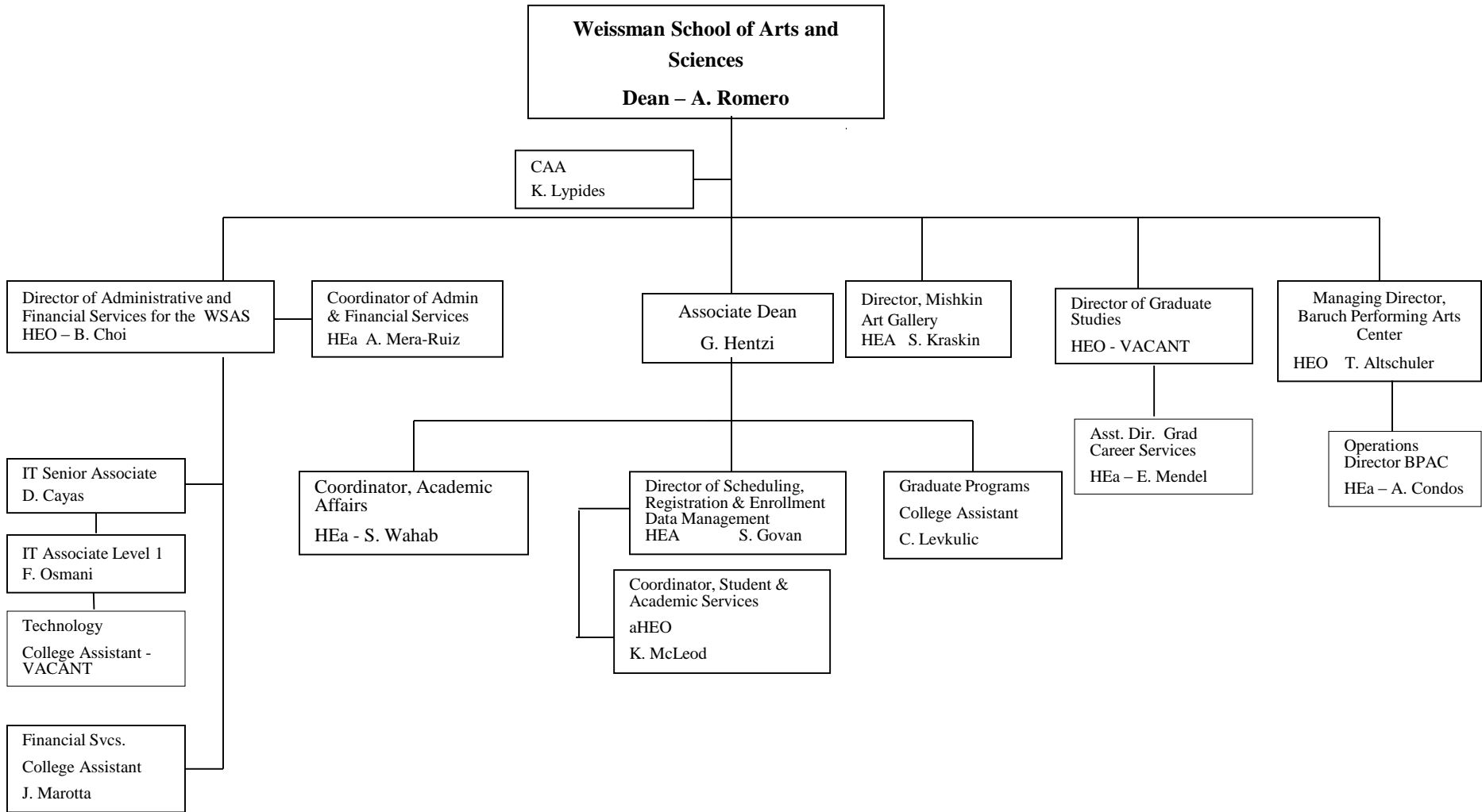
Asst. Director,
Student Affairs
HEa M. Samedy

FT Faculty - J. Apfel
HEA Director
FT Faculty - J. Engel
NUF Advisor
FT Faculty - M. Stark
XMPA Advisor

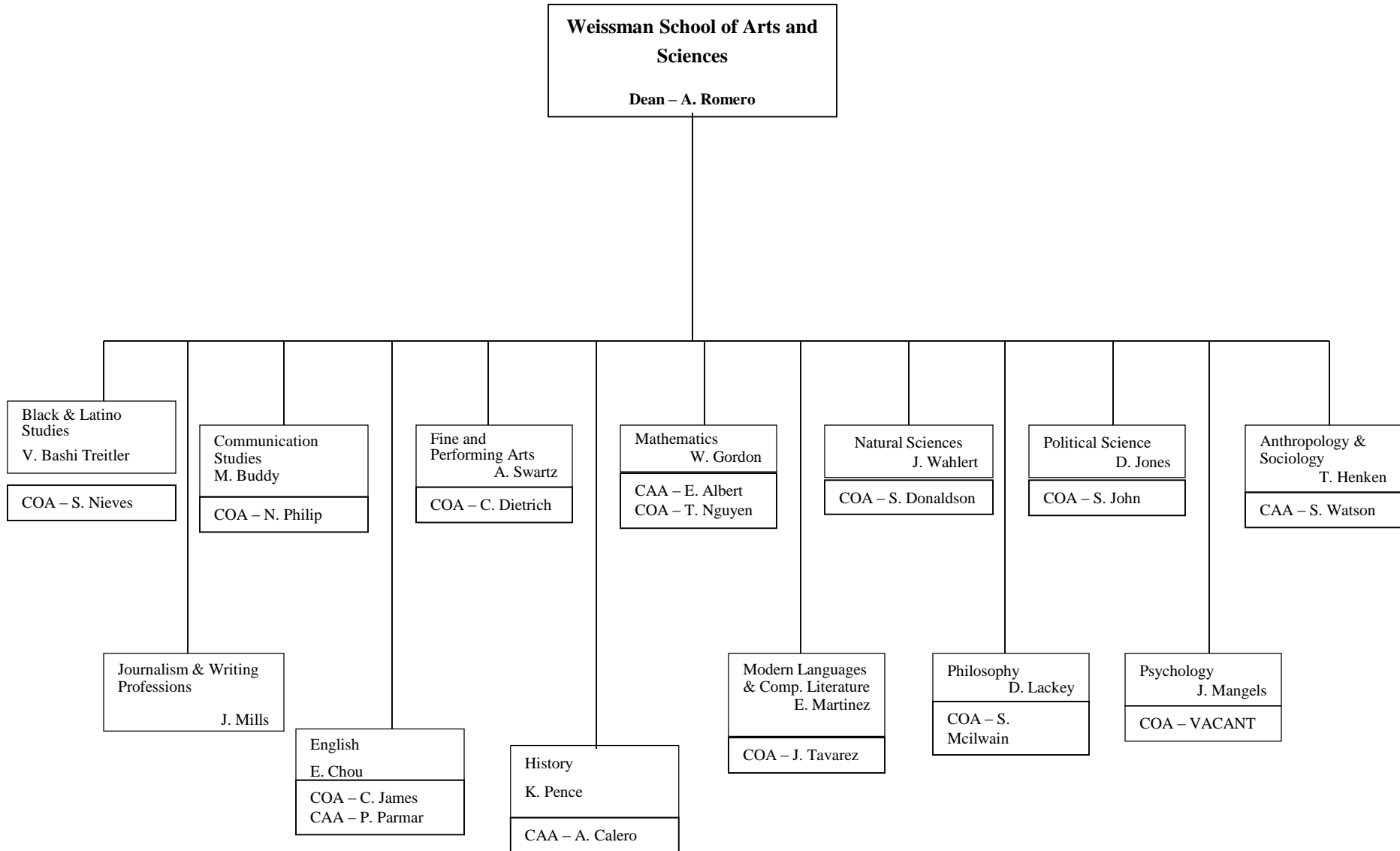
*Non-tax Levy (Whole or Part)

** IFR Funded Positions

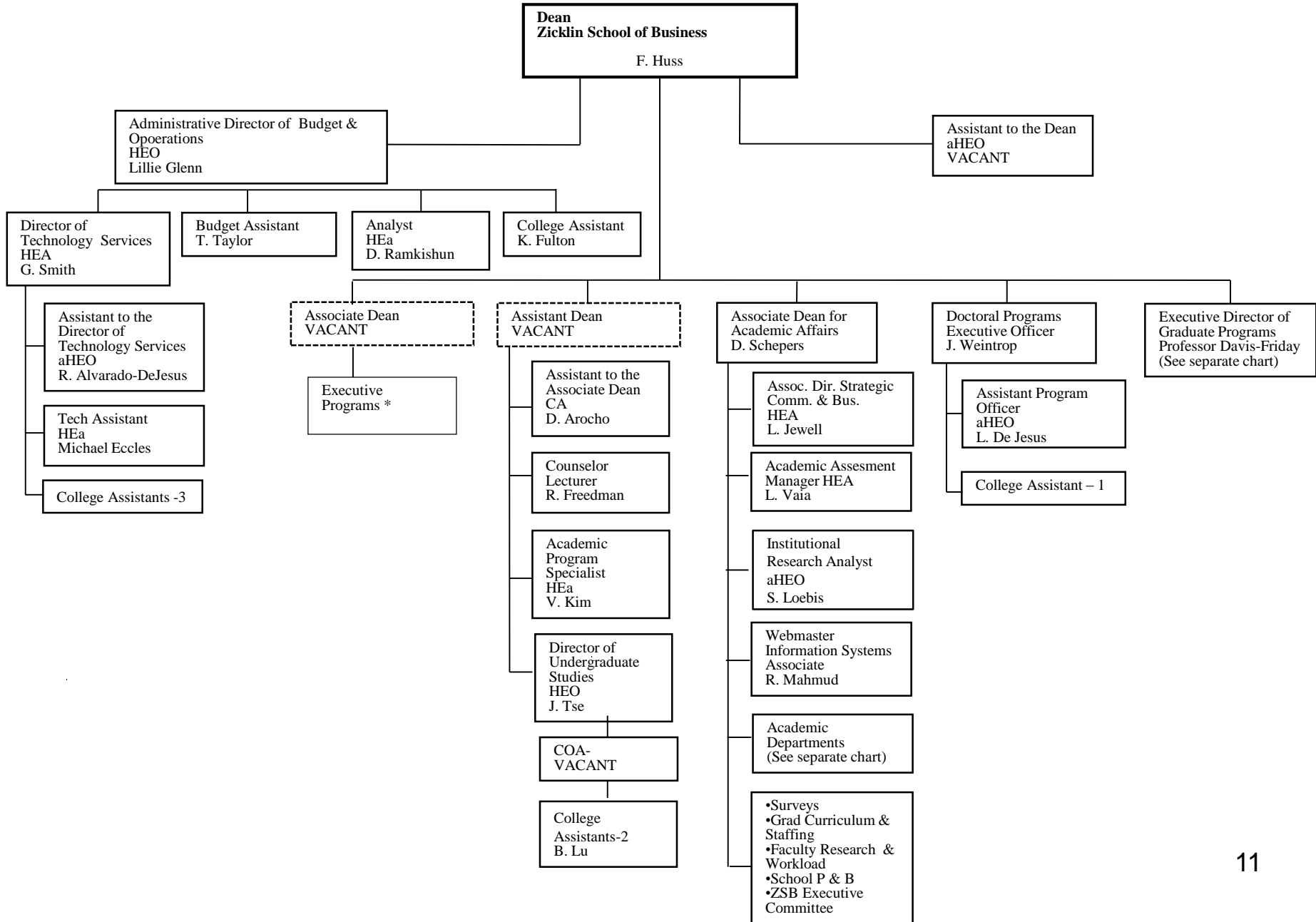
Dean's Office - Weissman School of Arts and Sciences



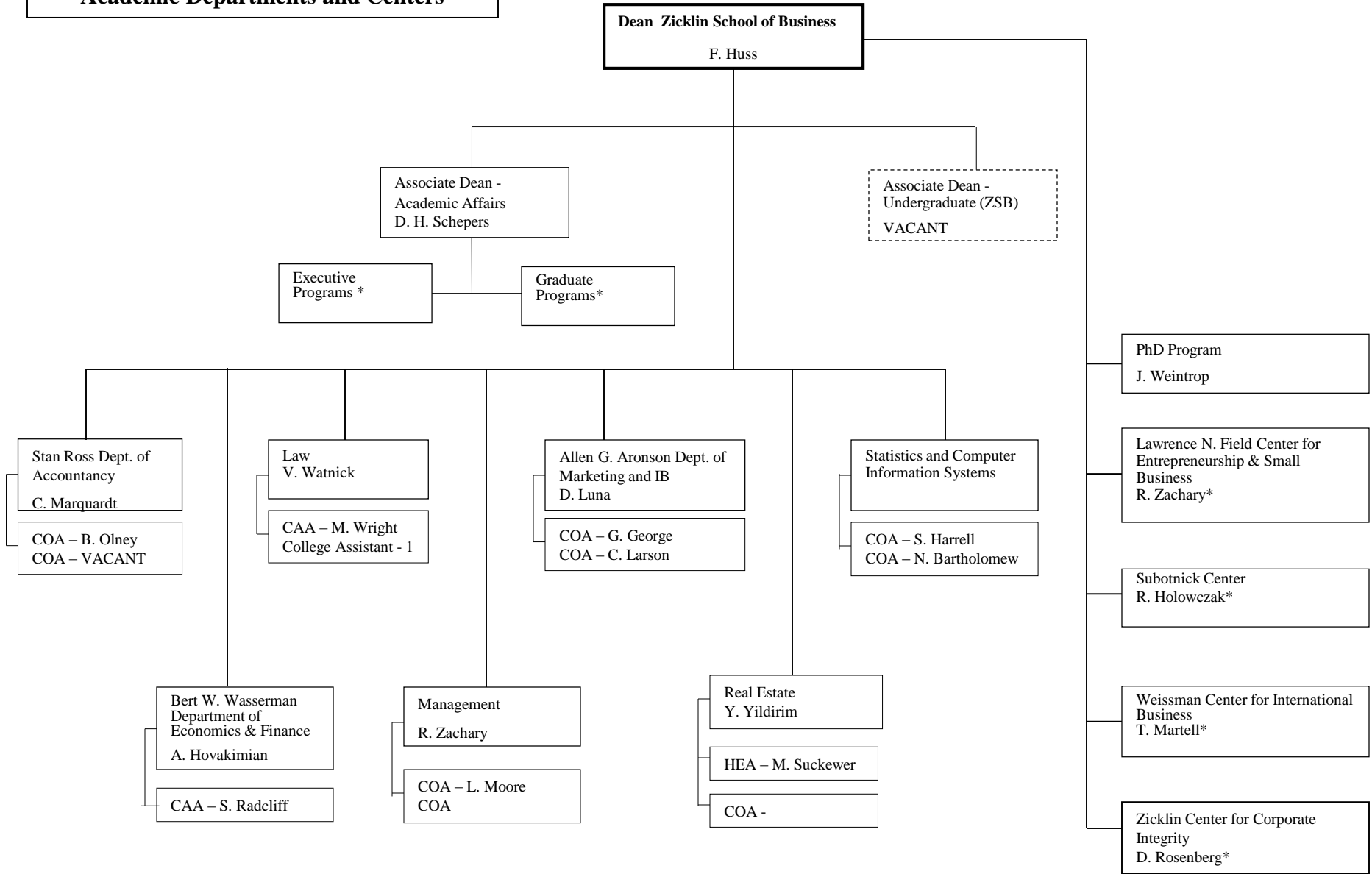
Dean's Office - Weissman School of Arts and Sciences



Dean's Office - Zicklin School of Business

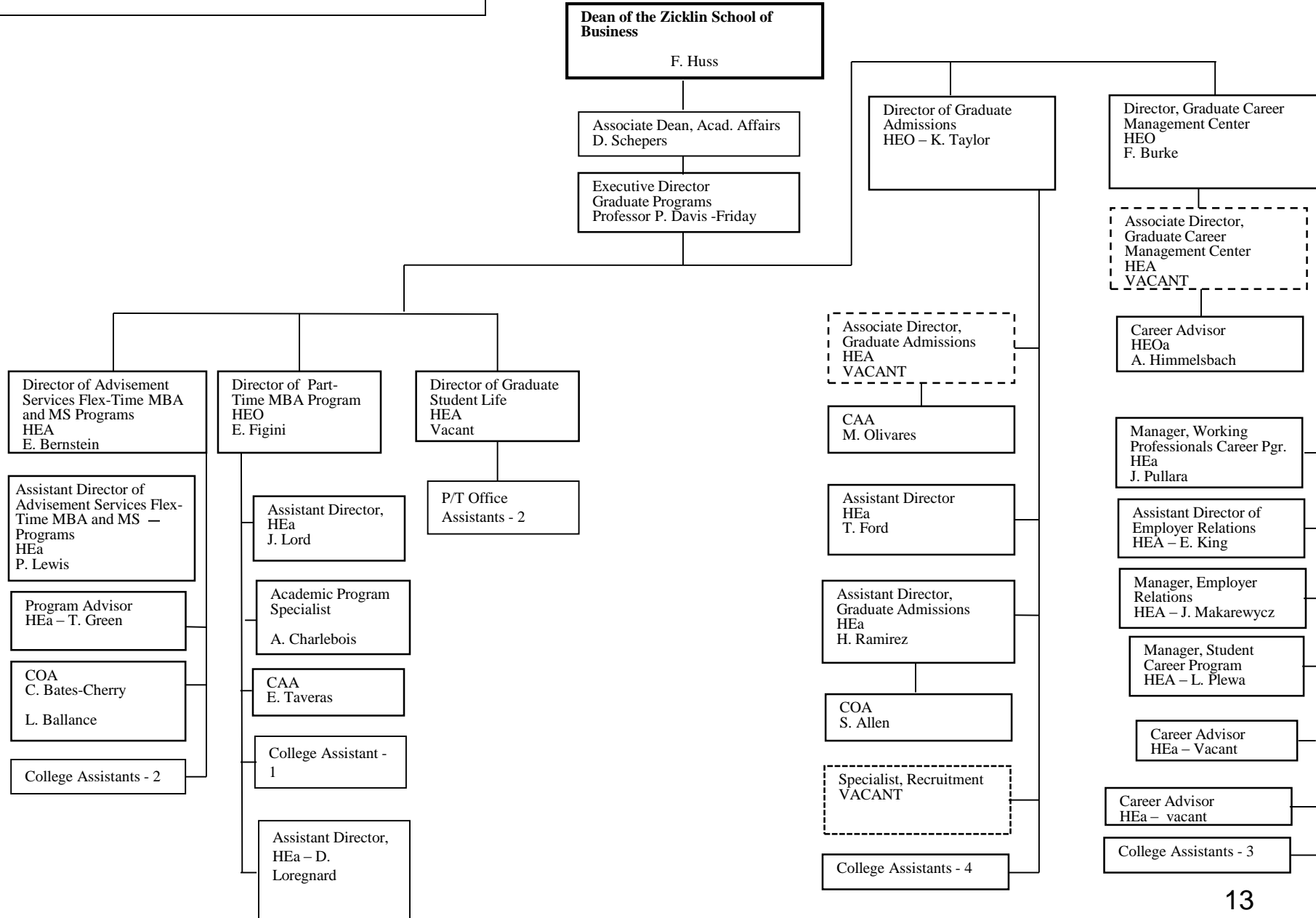


**Dean's Office - Zicklin School of Business
Academic Departments and Centers**



*See Separate Chart

**Dean's Office - Zicklin School of Business
Graduate Programs**



**Dean's Office - Zicklin School of Business
Executive Programs**

**Dean
Zicklin School of Business**
F. Huss

Executive Director of
Executive Programs
K. Bawa

Associate Dean for Academic Affairs
D. Schepers

Distinguished Professor
R. Schwartz

Associate Director,
Executive Programs
HEA – P. Sunda

Academic Director-Executive MBA
C. Thompson

Academic Director – Baruch/ Mt. Sinai MBA
in Health Care Administration
E. Veral

Coordinator of Conferences,
Training Programs &
Publications L. Wheatley

Academic Director- Executive MS in Finance
A. Hovakimian

Director, Special Projects
HEO - VACANT

Administrative Specialist –
HEa E. Farley

Academic Director- Executive MS in Financial
Statement Analysis
A. Ghosh

Academic Director- Executive MS in Industrial
& Labor Relations
R. Kopelman

Academic Director- Executive MS in Financial
Risk Management
G. Webb

Admin Assistant.
T. Jacob (Non Tax Levy)

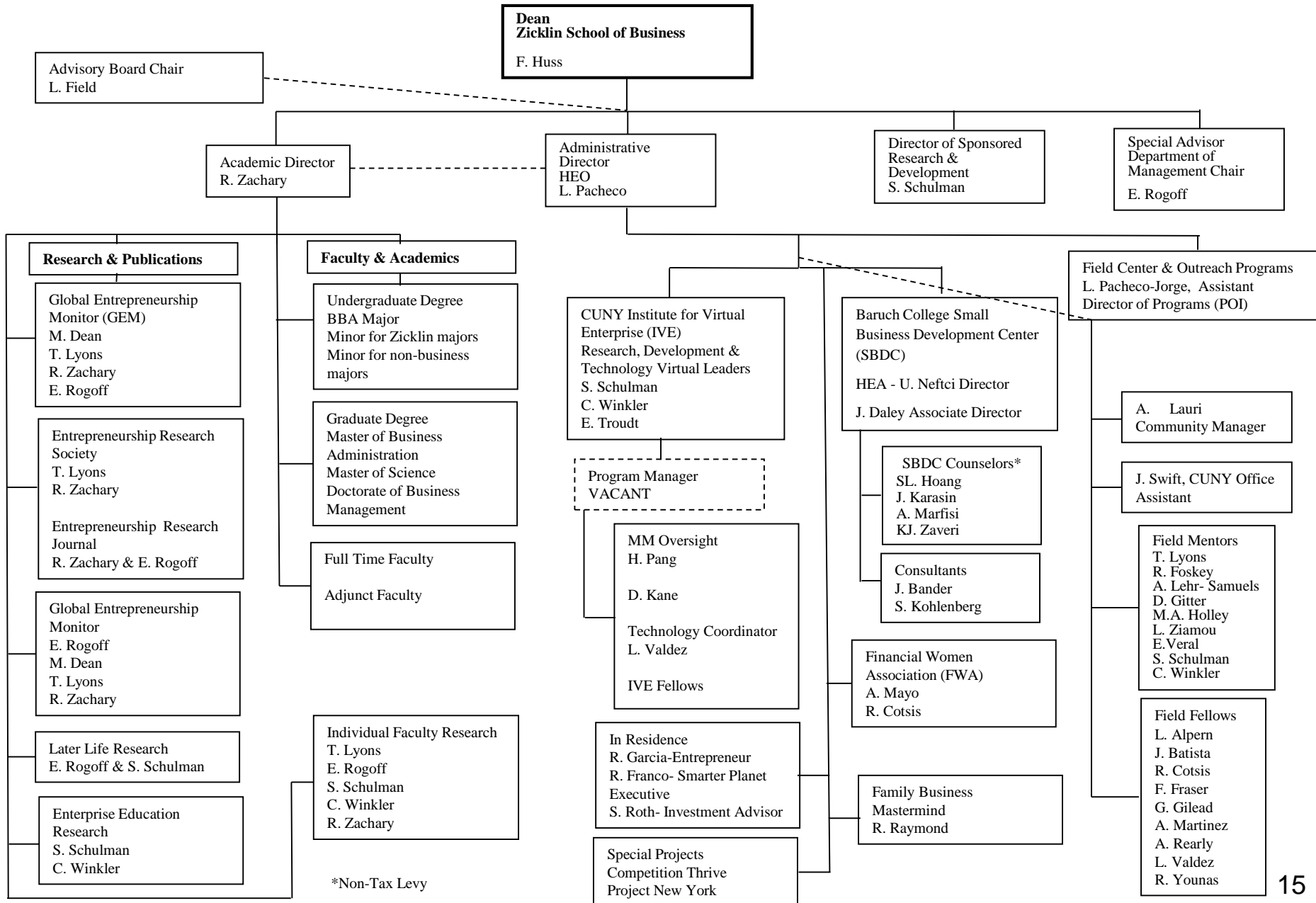
Academic Program Specialist
HEa - B. Khan

Academic Program Specialist
HEa - E. Evans

Admissions & Outreach Specialist
HEa – K. DeVries

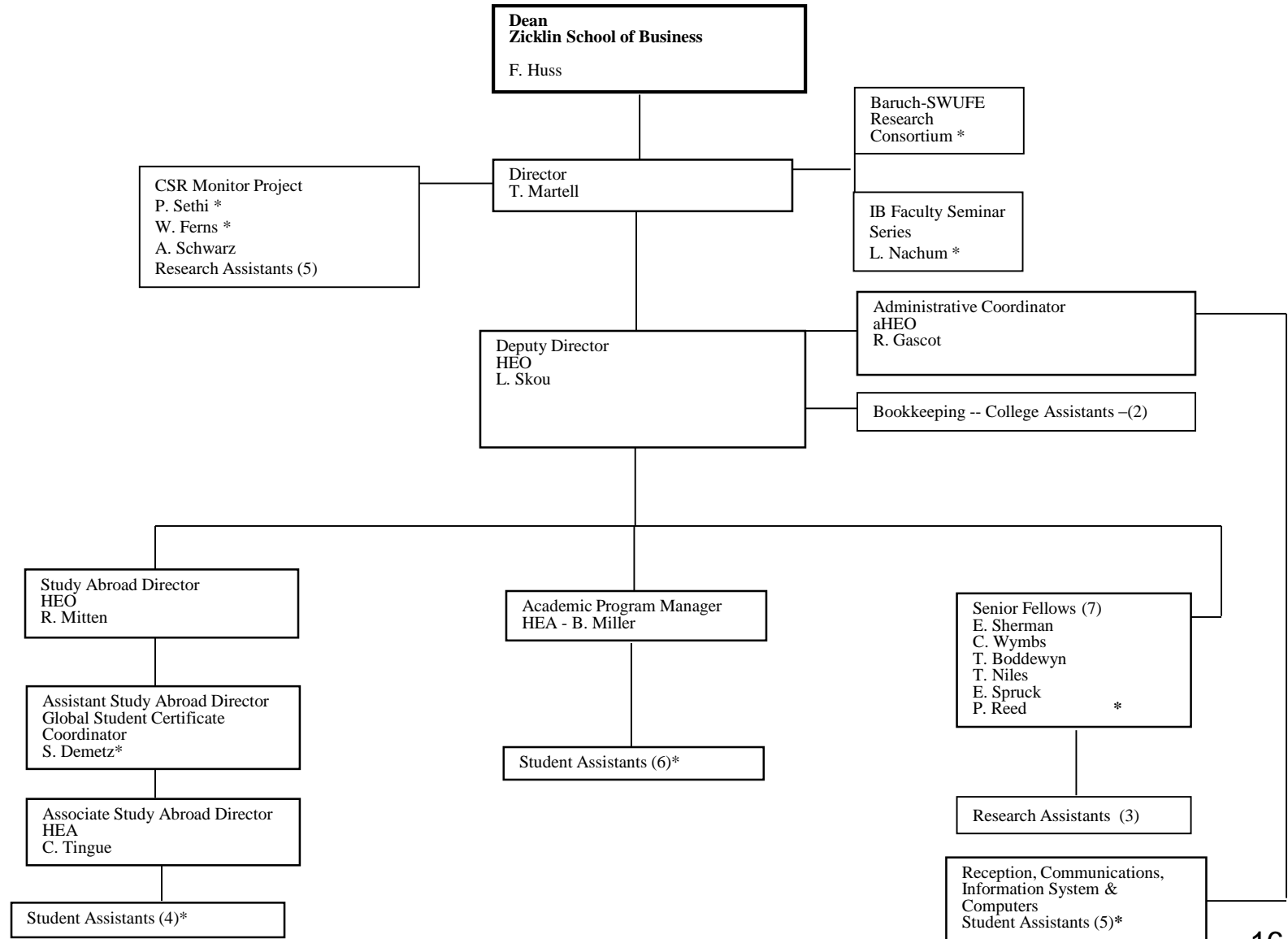
P/T Office Assistants -3

Dean's Office - Zicklin School of Business
Lawrence N. Field Center for Entrepreneurship & Small Business



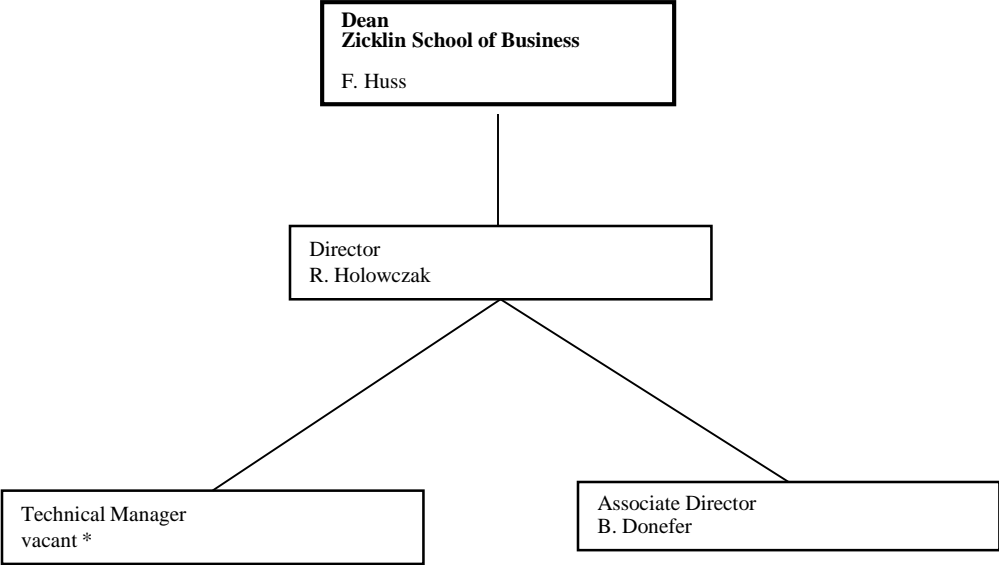
*Non-Tax Levy

**Dean's Office - Zicklin School of Business
Weissman Center for International Business**



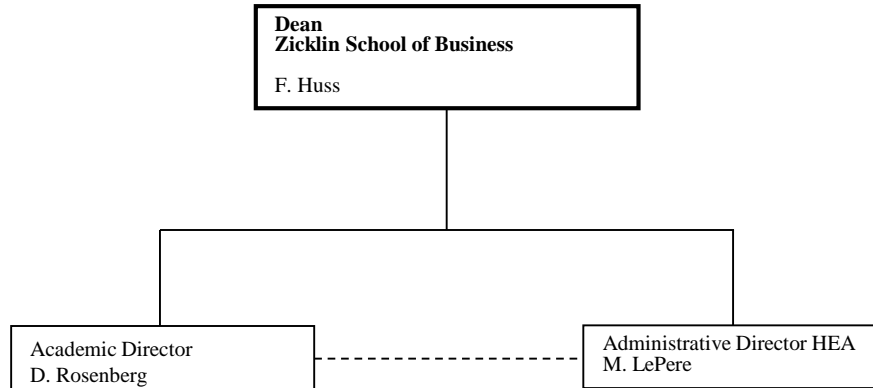
*Non-Tax Levy

**Dean's Office - Zicklin School of Business
Subotnick Financial Services Center**



*Non-Tax Levy

Dean's Office - Zicklin School of Business
Zicklin Center for Corporate Integrity



**Newman Programs in Real Estate –
Real Estate Academic Department**

**Provost and Vice President for
Academic Affairs
D. Christy**

**Dean of the Zicklin School of
Business
F. Huss**

Newman Chair in Real
Estate
Professor Y. Yildray

Faculty

Professor Su Han Chan
Professor J. Goering (SPA)
Assoc. Prof. J. Weiser (Law)
Assoc. Prof R. Yao
Assistant Professor David Frame
Substitute Associate Professor David Scribner, Jr.

COA –

Director, External Relations
and Student Services
HEO - M. Suckewer

The Steven L. Newman Institute for Real Estate and Metropolitan Development

Dean of the Zicklin School of Business

F. Huss

Newman Chair in Real Estate

Professor Y. Yildray

Associate Director of Finance and Administration

HEA – A. Blair

Associate Director, Real Estate Education Programs

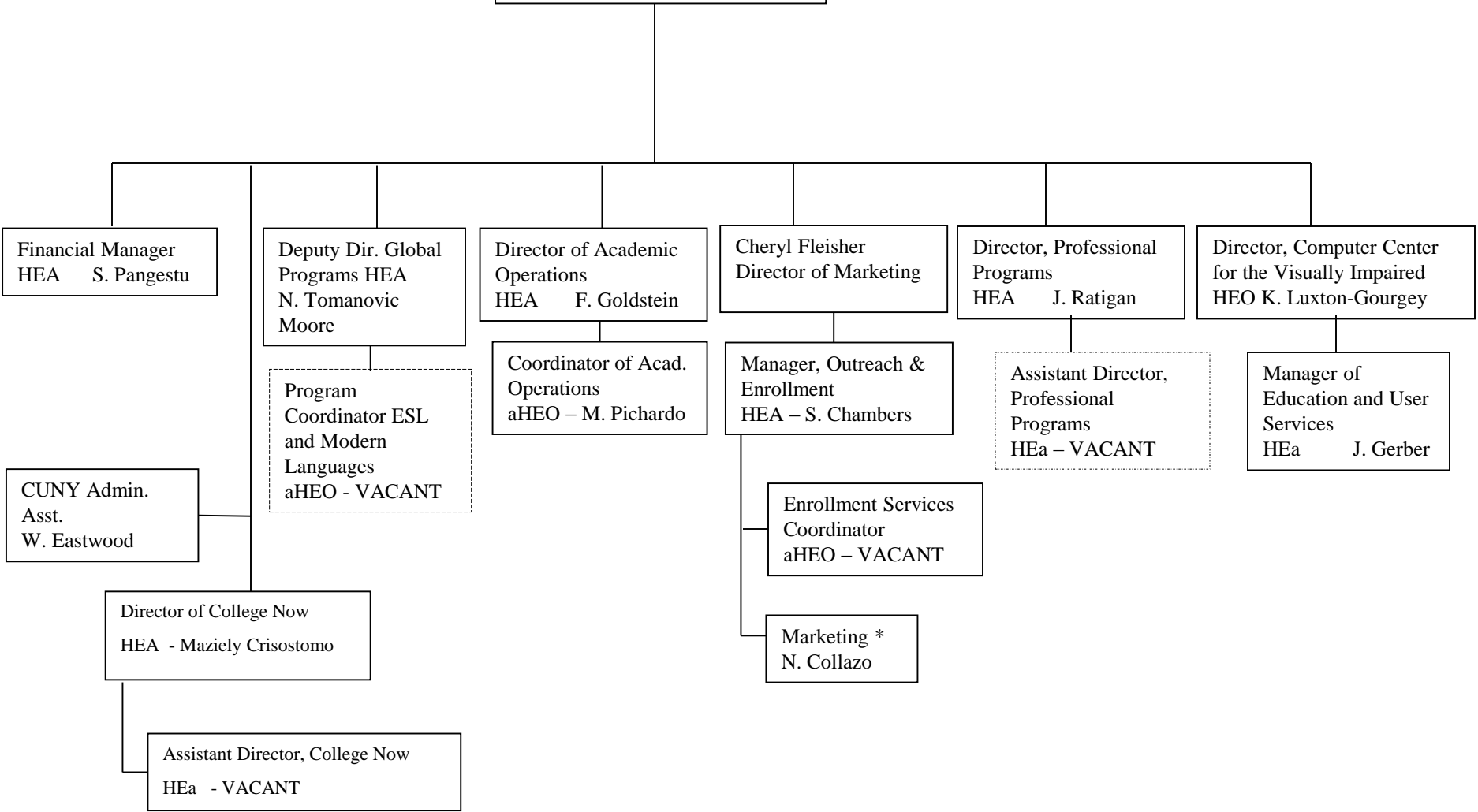
HEA – VACANT

Associate Director, Research and Grants

HEA – VACANT

Division of Continuing and Professional Studies

Continuing and Professional Studies
Associate Dean A. Clarkson



*Paid Through The Research Foundation

Student Affairs and Dean of Students

Vice President of Student Affairs and Dean of Students

A. King

aHEO – J. Arias

HEA – J. Socha

Interim, Associate Dean of Students

P. Imbimbo

Assistant Director, Student Affairs

HEA – A. Pryor

Acting, Student Affairs Coordinator
aHEO E. Kaplan

Student Athletics Director

HEO – H. Macculloch*

Director of the Starr Career Development Center

HEO VACANT*

Director of Student Life HEO – D. Smith

Associate Director of Student Life - HEA

D. Smith

Associate Director New Student Programs – HEA

D. DeCrescenzo

Assistant Director of Student Life – HEA

K. Maryles

COA – D. Minaya

Counseling and Psychological Services

Prof. D. Cheng

aHEO – E. Ruggieri

Assoc. Dir, Counseling HEA - C. Kasnakian

Licensed Psychologist HEA – S. Davis

Licensed Psychologist HEA – R. Androsiglio

Director of the Office of Services for Students with Disabilities

HEO P. Fleming

COA

E. Morales

Assistant Director, Disability Services

HEa - L. Shmulevich

Disability Manager R. Bissessar

Student LEADS Support Specialist S. Bunbury

Director of Student Orientation /Coordinator of Freshman Year Incentive
HEO VACANT

Director, Early Learning Center
HEA VACANT

*See Separate Charts

Starr Career Development Center

Interim, Associate Dean of Students

P. Imbimbo

Director, Career Development Center
VACANT - HEO

COA - A. King

Assoc Dir for Career Counseling

HEA - E. Adelman-Stein, PhD

Assistant Director, Starr Career Development Center

HEa. A. Lygate

Student Career Advisor

HEa - VACANT

Assistant Director, Starr Career Development Center

HEa - Z. John

Assistant Director, Starr Career Development Center

HEa - A. Tucker

Career Events Specialist

HEa - VACANT

Internship Manager

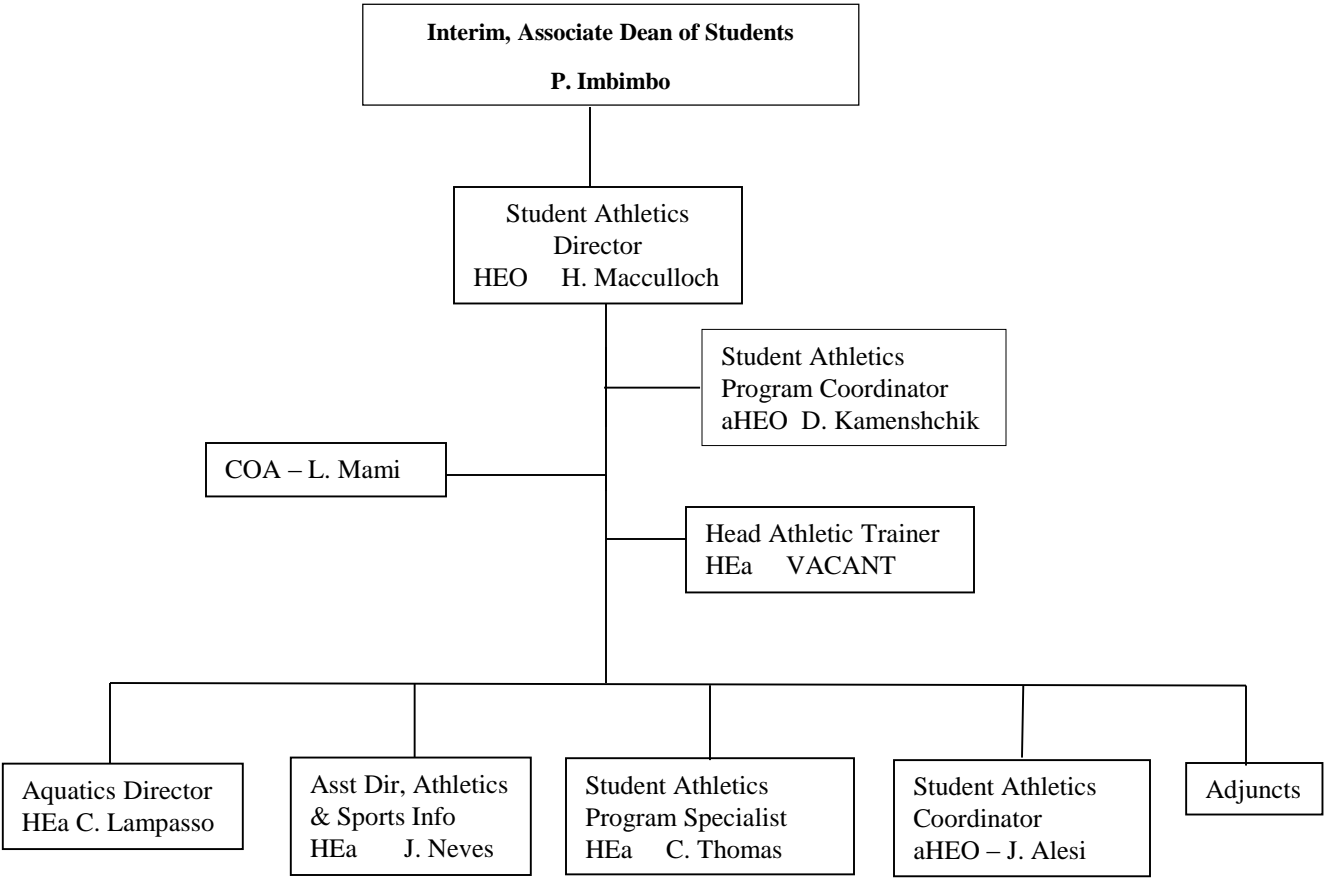
HEA - M. Kalish

Assoc. Dir for Career Development Center
HEA - I. Tineo, MA

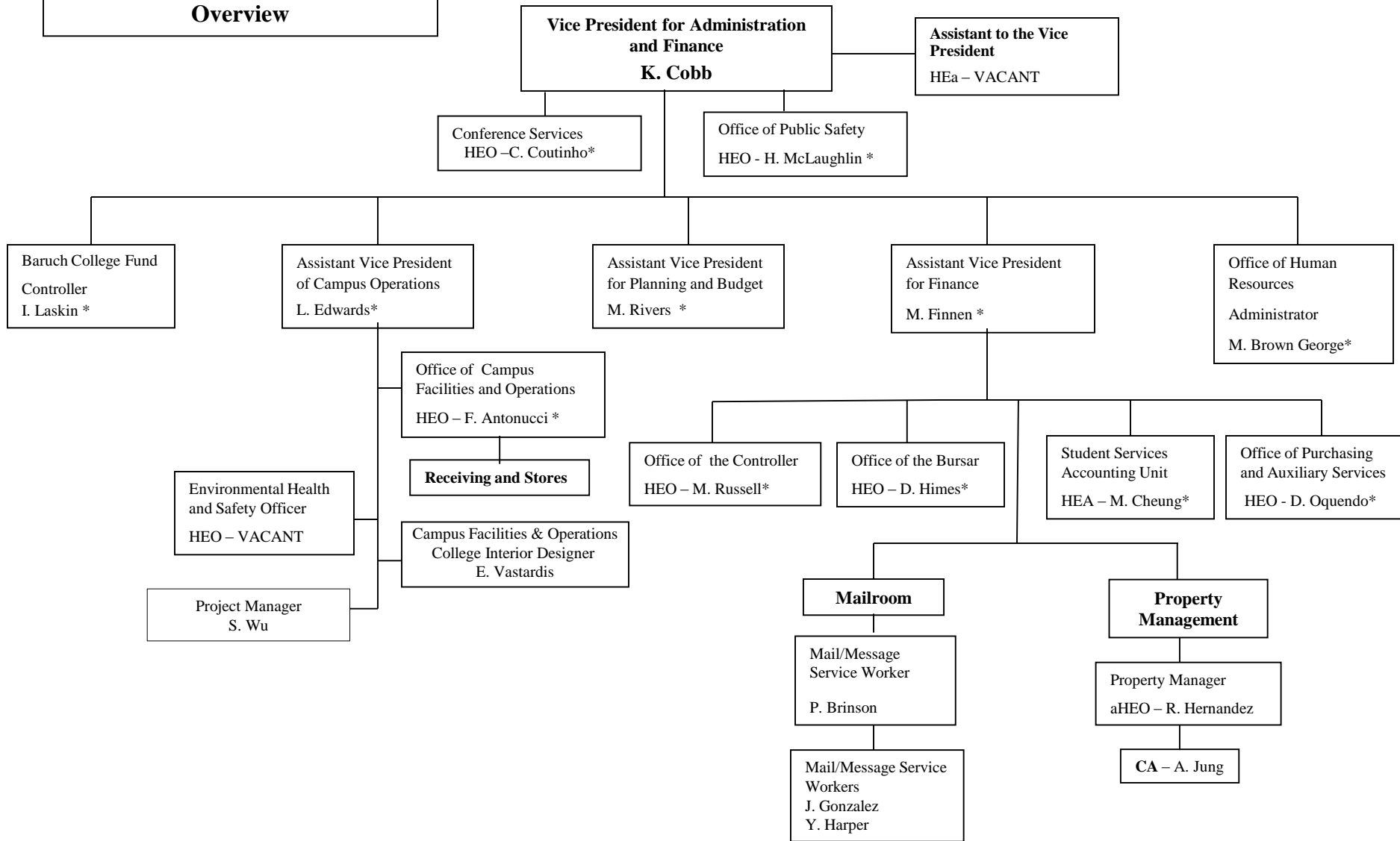
Associate Director, STARR

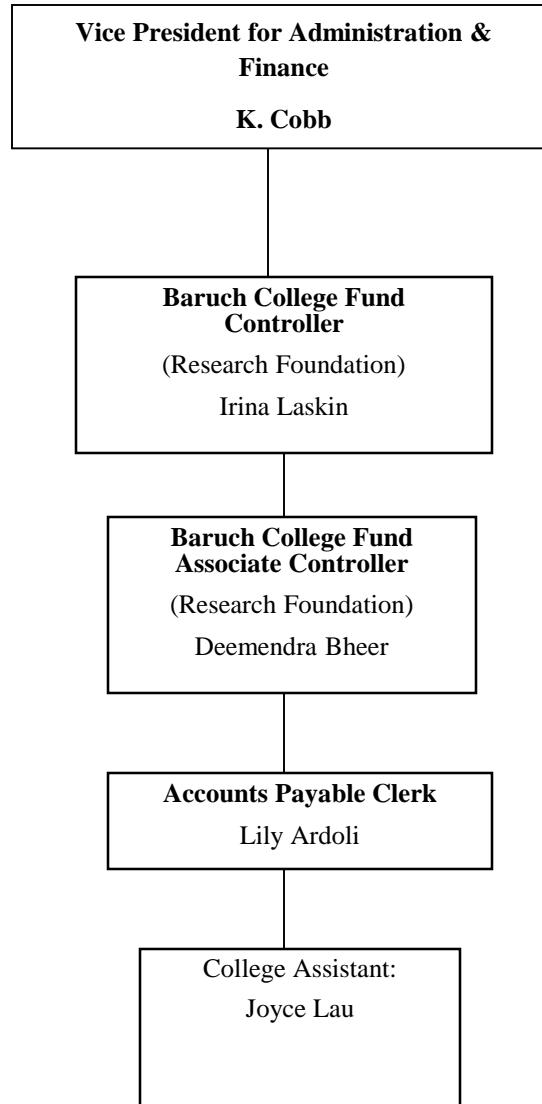
HEA - C. Tang

Office of College Wide Athletic Programs/ Varsity Sports



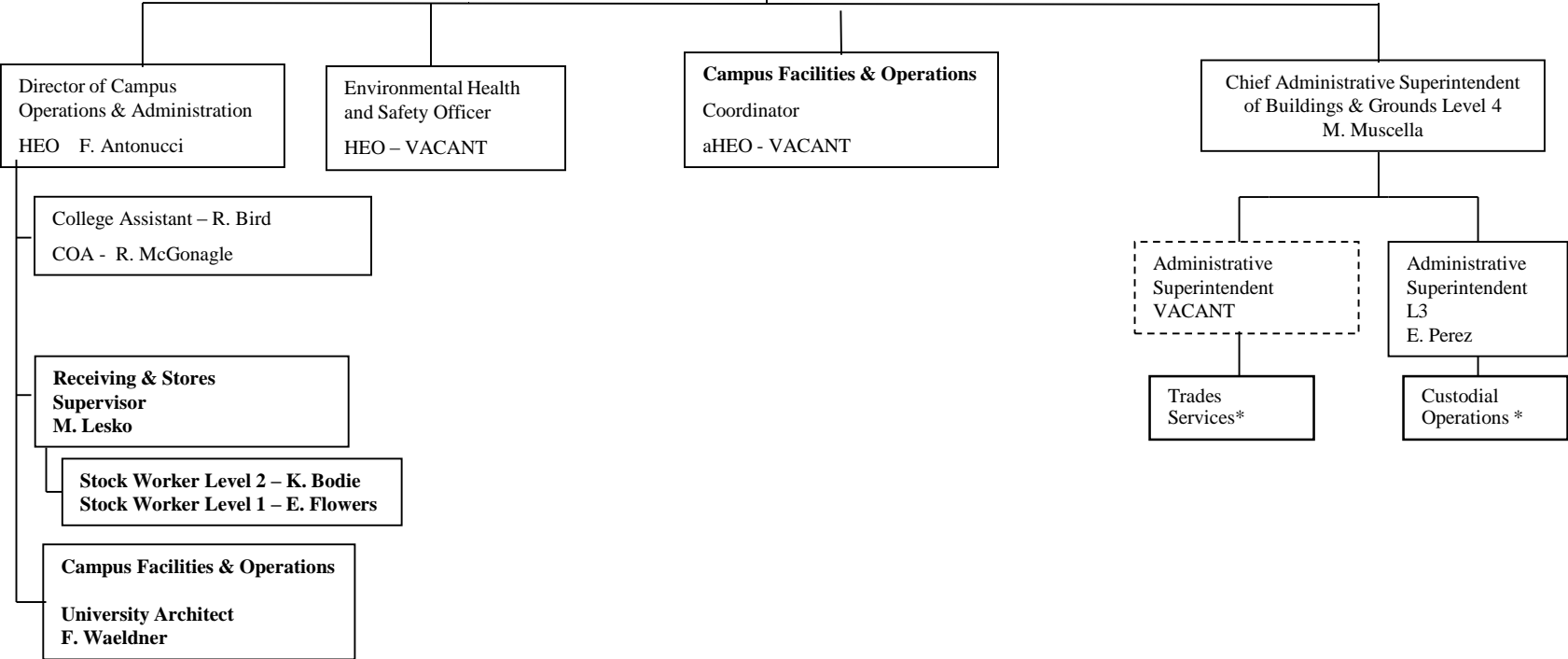
**Office of the Vice President for
Administration and Finance -
Overview**





Campus Facilities and Operations – Overview

Assistant Vice President of Campus Operations
L. Edwards



*See Separate Charts

**Campus Facilities and Operations -
Custodial and Skilled Trades Operations**

**Assistant Vice President of
Campus Operations**
L. Edwards

**Chief Administrative
Superintendent, Level 4**
M. Muscella

Custodial Operations

**Buildings and Grounds
Coordinator**
aHEO – V. Gulnik

Skilled Trades Operations

Administrative Superintendent Level 3
E. Perez

COA – C. Stone (FT)
COA- A. Tchernigova (PT)
COA- M. Bull (PT)

Principal Custodial Supervisor
C. Brewster

**Asst. Principal Custodial
Supervisor**
VACANT

Senior Custodial Supervisors:
A. Geigel
D. Faulcon
W. Wiechman

CUNY Custodial Supervisors :
M. Harris
I. Nelson
D. Gordon
D. Ferguson
M. Hester-Bey
M. Russell
J. Elgin

CUNY Custodial Assistants - 75

Stationary Engineers:
M. Feibush
N. Macaluso
M. O’Gorman
A. Worrell
Oiler: - M. Dasent

**High Pressure
Plant Tender**
L. Feinberg
R. Hiler
V. Iliaoi

**Maintenance
Workers:**
E. Ramos
N. Sarte

**Thermostat Repairer
Steamfitter**
M. Barenboym
T. Cuomo

Electrician Supervisor
M. Radomski

Electricians:
H. Chia
L. Freydin
J. Russel

Painter Supervisor
VACANT

Painters:
J. Ferringno
M. Fishman

Carpenter Supervisor
M. Pasipanki

Carpenters:
G. Walsh
E. Ettinger
H. O’Sullivan
F. Reynolds

Maintenance Workers:
D. Aponte
N. Brightman
G. Havercome
J. Pucciarelli
P. Reyes

Elevator Mechanic
– A. Kovalev

Plumbers:
R. Thomas
A. Bucolo

**Campus Facilities and Operations -
Office of Public Safety**

**Vice President for
Administration & Finance
K. Cobb**

Motor Vehicle
Operator -
G. Stasko

College Security Director
HEO H. McLaughlin

COA - Z. Nunez

COA - L. Rosario

Associate Director
(Operations & CSO Time
Records, Technical
Equipment)
HEa - VACANT

Assistant Director of
Security aHEO - J.
Calliste

Assistant Director HEa - John
Siotkas

Lt. - J. Rosado

Assistant College Security
Director
Lt. - VACANT

IT Associate (ID
Center) D. Yang

Security Specialist
R. Duskwicz

Locksmith
D. Yohanov

Campus Public Safety Sergeants (10)

Campus Peace Officers
Level 1 - (25) Level 2 - (9)

Campus Security Officer (1)

Campus Security Assistant (16)

College Security Specialist (3)

Fire Safety Specialist
O. Forde

Security Specialist
E. Quinones

**Campus Facilities and Operations -
Conference Services**

**Vice President for Administration &
Finance
K. Cobb**

**Conference Center Director
HEO - C. Coutinho**

**CUNY Administrative Assistant
R. Rivera**

**Assistant Director (HEa)
K. Choinska**

- CUNY Custodial Assistants:**
- M. Inoa
 - B. Herrera
 - H. Rojas
 - A. Torres
 - R. Estevez
 - J. Castro
 - D. Montenegro

*Non-tax Levy

Office of Planning and Budget

**Assistant Vice President
for Planning & Budget**
M. Rivers

Finance Budget
Coordinator (s)
aHEO – Tomasz Hajbert
aHEO – Weijian Deng

Budget Manager:
HEA – M. Liu

Budget Systems
Analyst
HEa – N. Mero

Budget Analyst
HEa – J. Sanchez

**Office of the Assistant
Vice President for
Finance**

**Assistant Vice President for
Finance
M. Finnen**

**Exec. Asst. to AVP for
Finance
HEa - E. Gomez**

**Student Services
Accounting Unit***

Office of the Controller*

Mailroom*

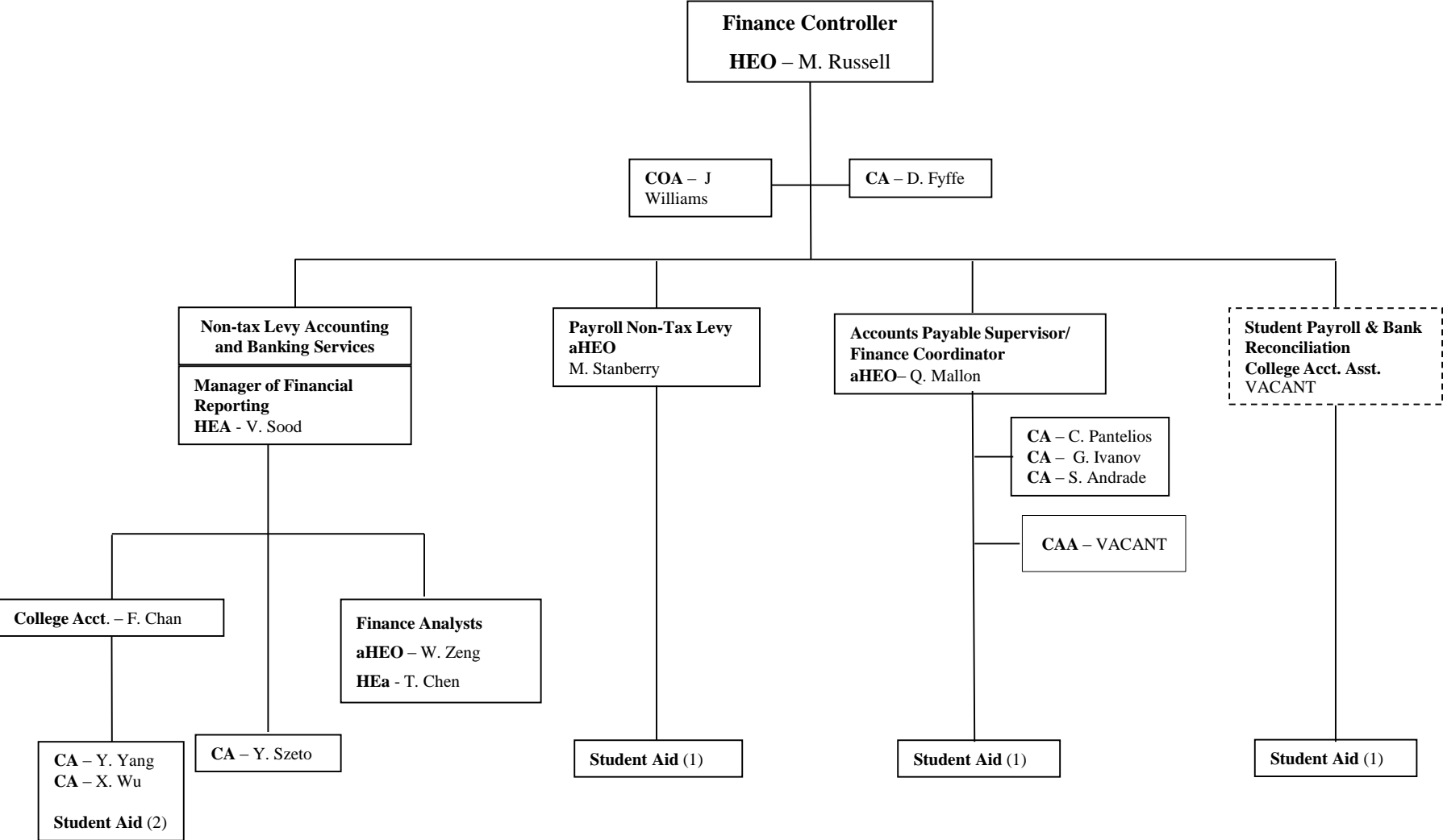
Property Management*

Office of the Bursar*

**Purchasing and
Auxiliary Services***

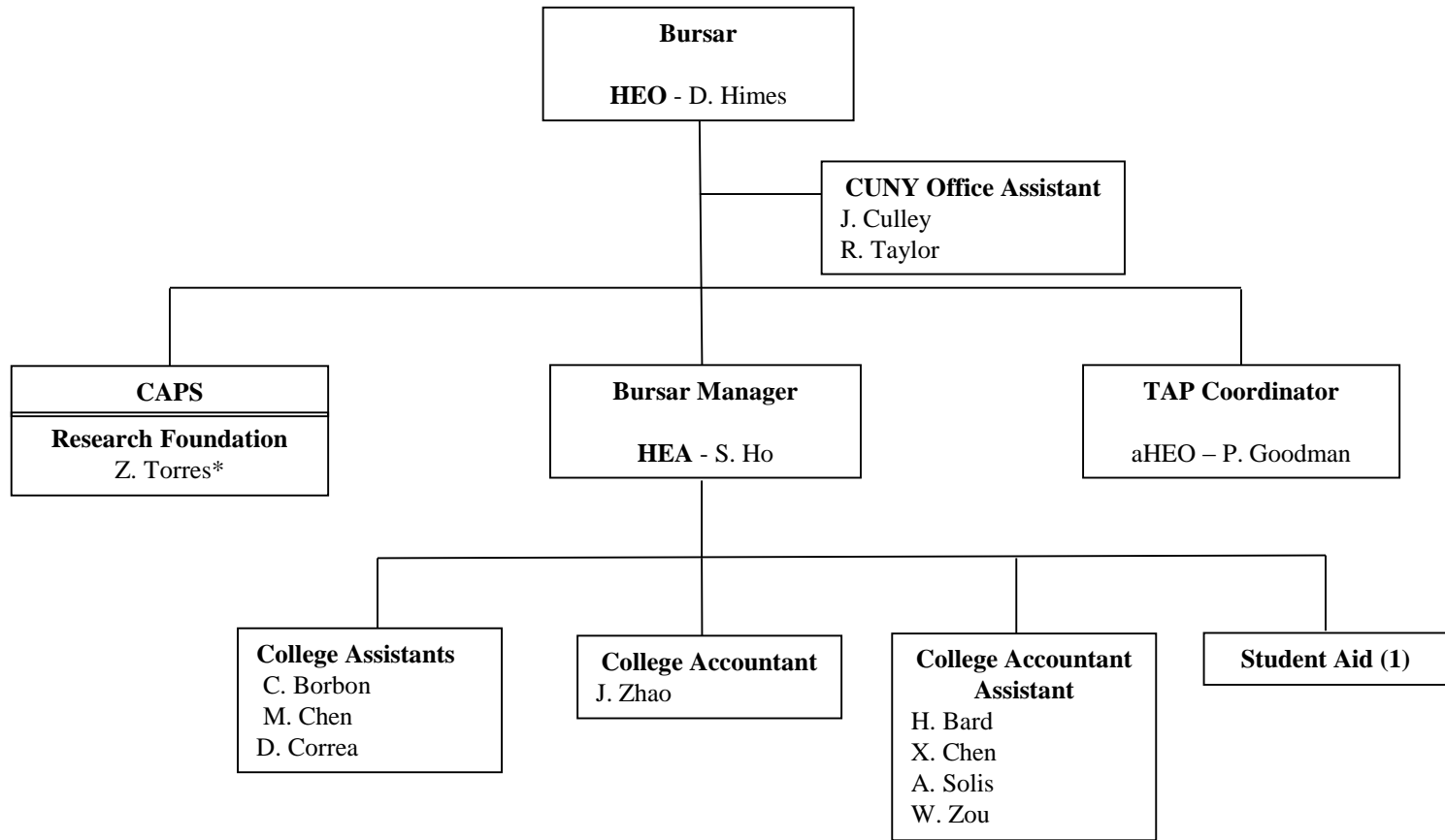
*See separate charts

Office of the Controller



CA= College Assistant which is a part-time position

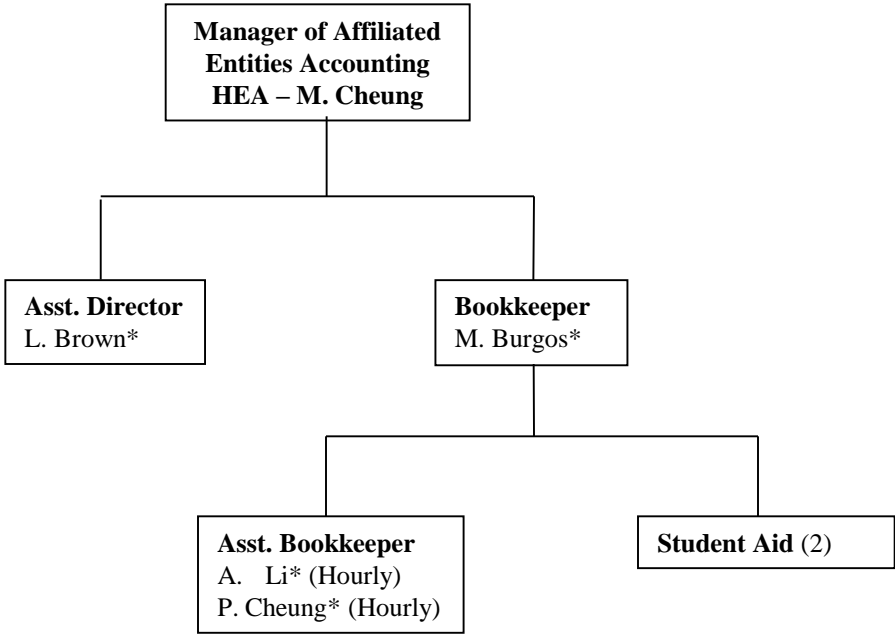
Office of the Bursar



CA= College Assistant which is a part-time position

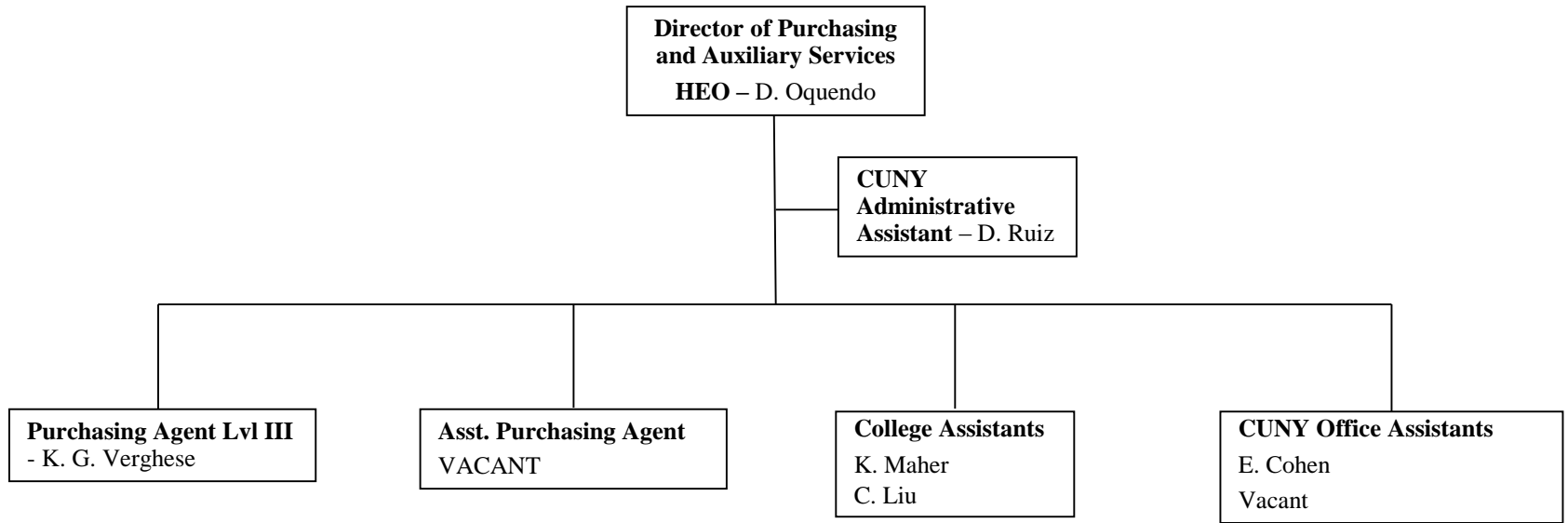
*Paid through Research Foundation

Student Services Accounting Unit



*Paid through Auxiliary Enterprises

Office of Purchasing and Auxiliary Services



Office of Human Resources

Executive Director of Human Resources
Administrator – M. Brown George

HR Coordinator
aHEO – C. Oquendo

IT Senior Associate
J. Xie

Deputy Director of HR
HEO – S. Richards

Associate Director,
Recruitment, HRIS &
Compensation
HEA – J. Marte

Benefits Manager
HEA – E. Hysolli

Reception:
COA- C.
Rutuelo

Benefits
Coordinator
aHEO – J. Saw

CA - J. Zaw

COA – VACANT
Records
Coordinator

College Assistant
Timekeeper
aHEO– VACANT

HR Compensation/HRIS
Manager
HEA – M. Camilo

P&B Process
COA – R. Gerl

Compensation
Coordinator – aHEO I.
Bailey

COA – Z. Alvarado
COA – R Singh
COA - S. Bernfield
CA – R. Quach

HR Employment and
Recruitment Specialist
HEa – E. Cruz

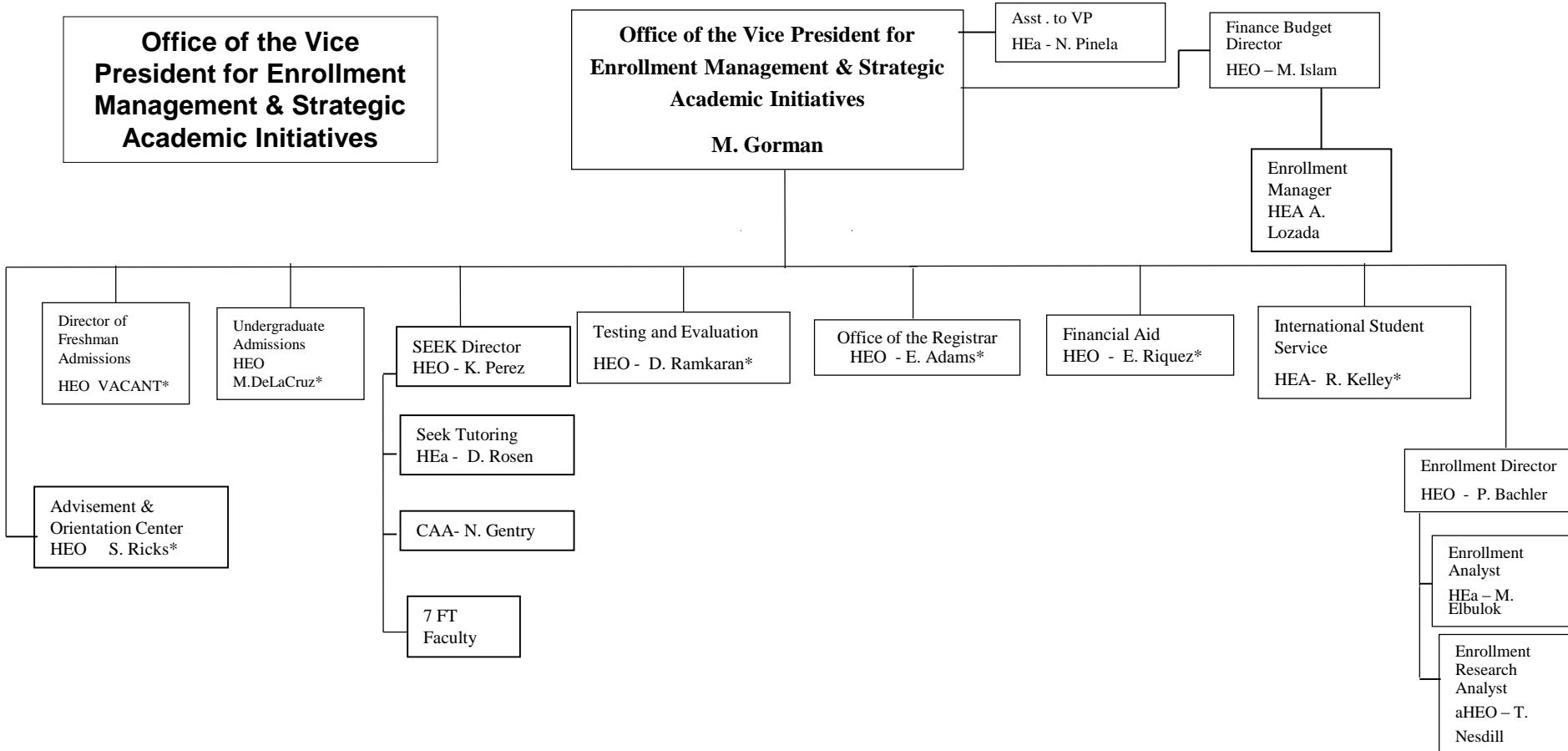
CA - V. Rivera

HR Recruitment
Coordinator
aHEO – T. Corbett

CA - C. Lee

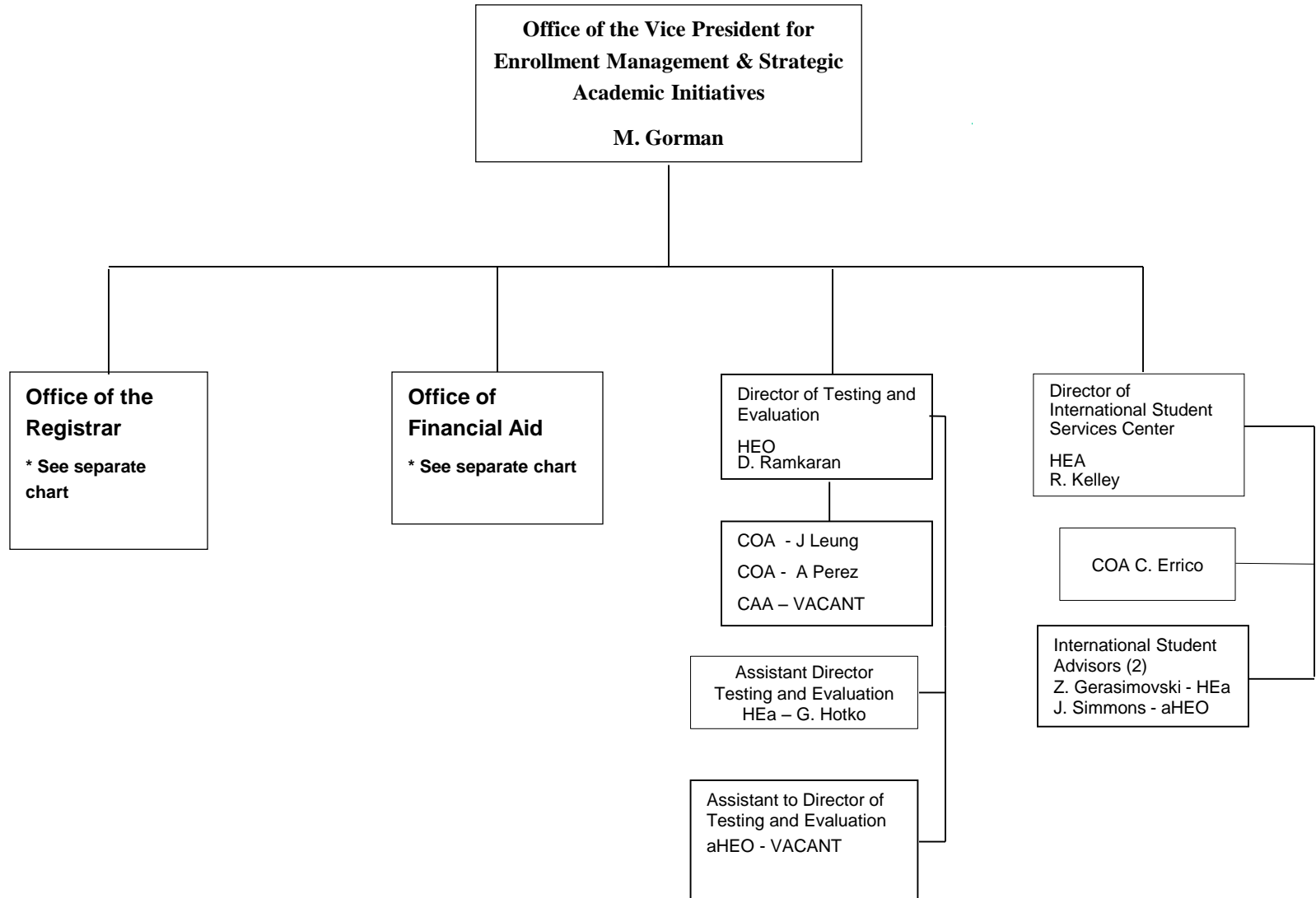
HR System Analyst
aHEO – P. Reynoso

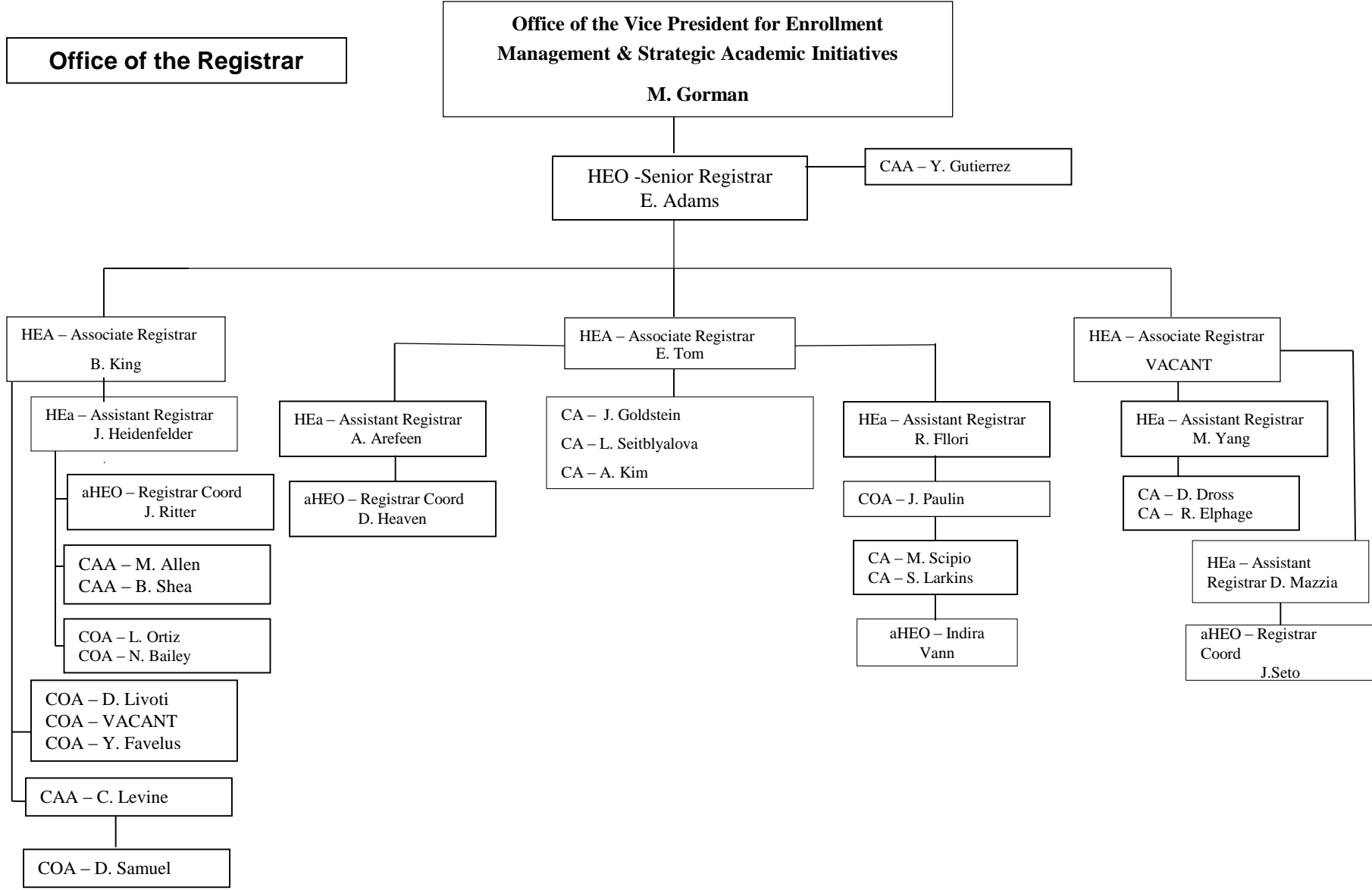
CA - VACANT



*See Separate Charts

Office of Enrollment Management





Office of Undergraduate Admissions

Vice President for Enrollment Management and Strategic Academic Initiatives

M. Gorman

Director of Undergraduate Admissions

HEO – M. DeLaCruz

Director of Freshman Admissions

HEO – VACANT

Asst. Director Transfer Services & Evaluation
HEa
A. Mosler

Undergraduate Admissions Coordinator
aHEO
K. Lugo

Asst. Director of Admissions
Coordinator Info Center
HEa H. Morales

Asst. Director Transfer Services & Evaluation
HEa
M. Figueroa

Admissions Counselors
aHEO Bhambhani
aHEO D. Felton
aHEO R. Foster

Assistant Director
HEa - H. Kareem

Admissions Manager – Recruitment
HEA – D. Walker

Residency
CAA - VACANT

Admissions Counselor (Transfer Services)
aHEO – R. Hernandez
aHEO – G. Goetz

CUNY Office Assts (2)
H. Ricketts
VACANT

Enrollment Manager
HEA - M. Litwa

Associate Director, Enrollment Outreach
HEA - VACANT

COA – N. Said
COA - J. Suero
COA – T. Brown
COA – V. Bauer

COA. M. Jethanandani
COA. D. Russo

Transfer Evaluation Coordinator
HEa
B. Maller

Admissions Manager
HEA - T. Liu

Admissions Advisors
aHEO D. Keller
aHEO – K. Pedicone
aHEO – Y. Navarete

Admissions Specialists
HEa - D. Stephens
HEa - E. Buelvas

Transfer Evaluation Specialist
aHEO – E. Josephart

Transfer Evaluation Specialist
aHEO – J. Torres

COA. L. Greenwood
COA. M. Jethanandani
COA. T. Lopez-Soto

Office of Financial Aid

**Vice President for Enrollment Management and
Strategic Academic Initiatives**

M. Gorman

Director of Financial Aid

HEO - E. Riquez

Asst. Director of Financial Aid
HEa - VACANT

Perkins Loans
Coordinator
aHEO - VACANT

SEEK Program
aHEO - VACANT

Associate Director,
Financial
HEA

F. Ferrara

Subsidized,
Unsubsidized &
PLUS loans
aHEO - VACANT

Work Study Program
aHEO I. Walters

CUNY Office Asst.
VACANT

Assistant Director
HEa - VACANT

Enrollment Svcs.
Coordinator
HEa - J. Salas

Assistant Financial Aid
Director
HEa - J. Goldstein

CUNY Office Asst.
VACANT

CUNY Office Asst.
VACANT

Academic Advisement & Orientation Center

**Vice President for Enrollment Management and
Strategic Academic Initiatives**

M. Gorman

**Director of Academic
Advisement**

HEO S. Ricks

COA – P. Watson

Part-Time Academic Advisors:

***Transfer Student Specialists**

1. Lirie Pervizaj
2. Lancia Yan
3. Sarah Wagner
4. Krista DeJoseph

**Assistant Director
of Orientation &
New Student
Programs**

HEA – S. Gika

**Assoc. Director,
Center for Advisement**

HEA E. Makak

Curriculum Specialists (3)

aHEO V. Rosario
aHEO D. Brown
aHEO L. Kurtaj

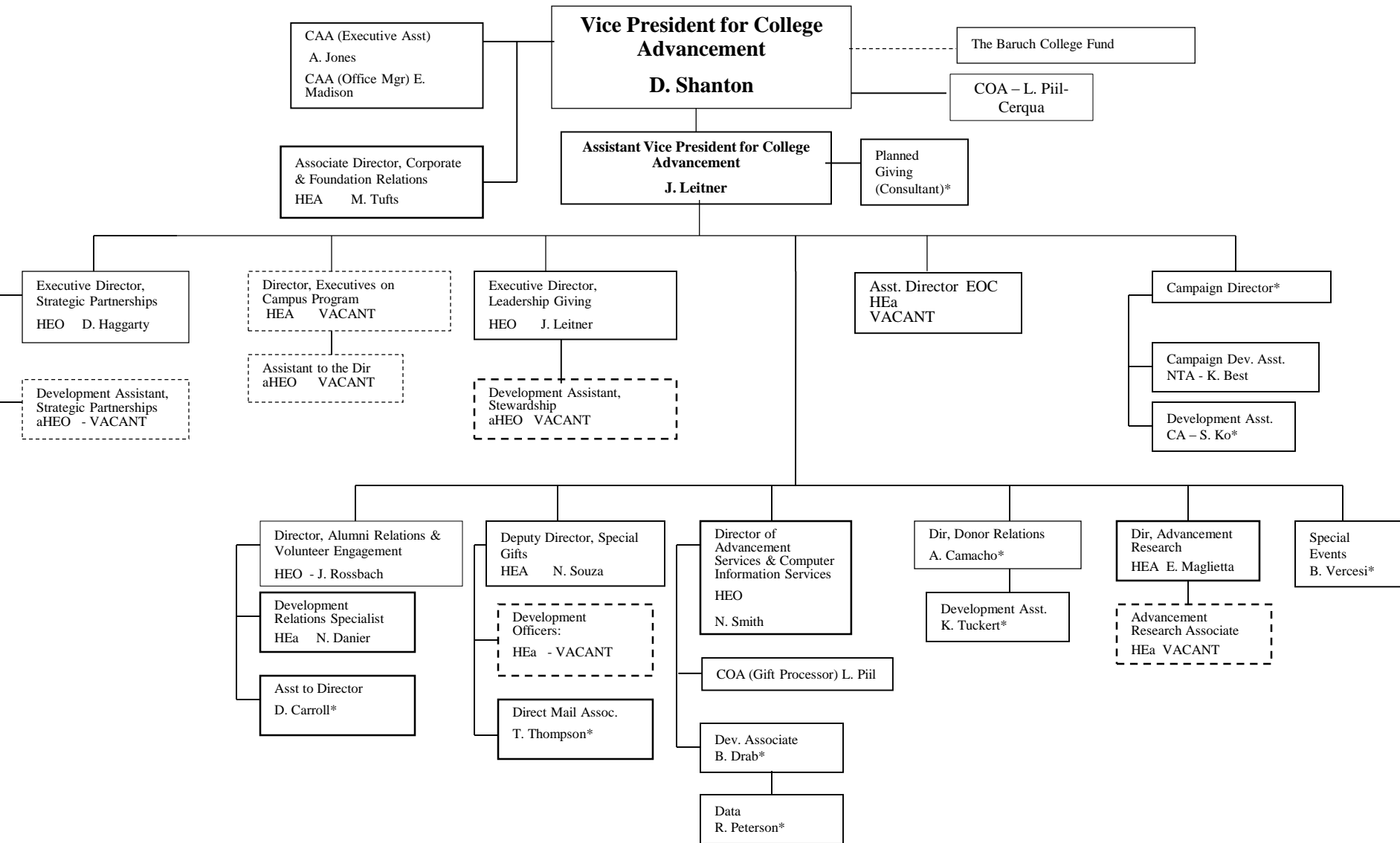
Senior Academic Advisors (3)

aHEO – F. Ruiz
HEa – M. Rodriguez
HEa – VACANT

College Assistants:

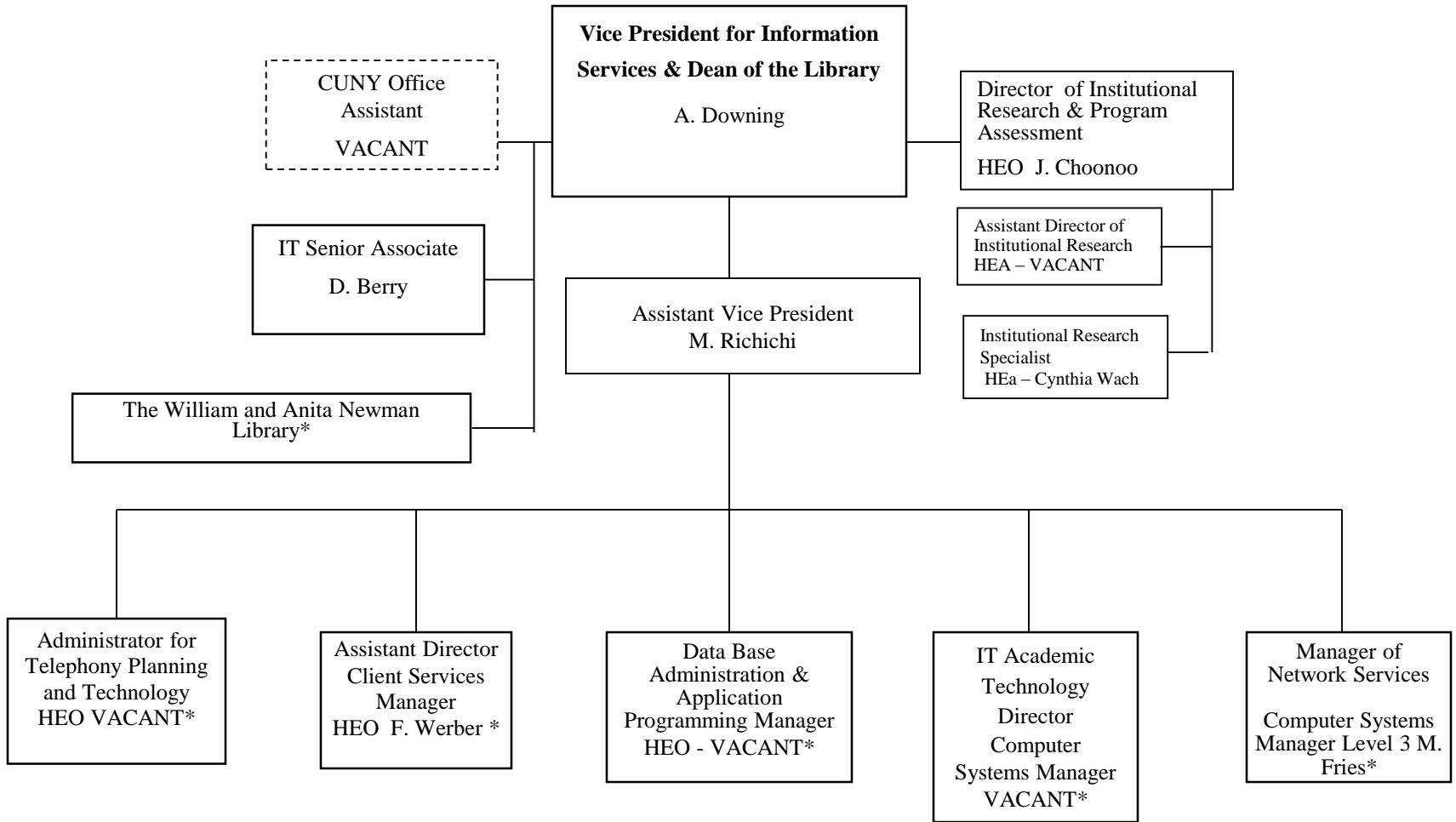
1. Tiffany Richardson
2. Chanee Bridgewater
3. Strawberry Issac

Office of the Vice President for College Advancement

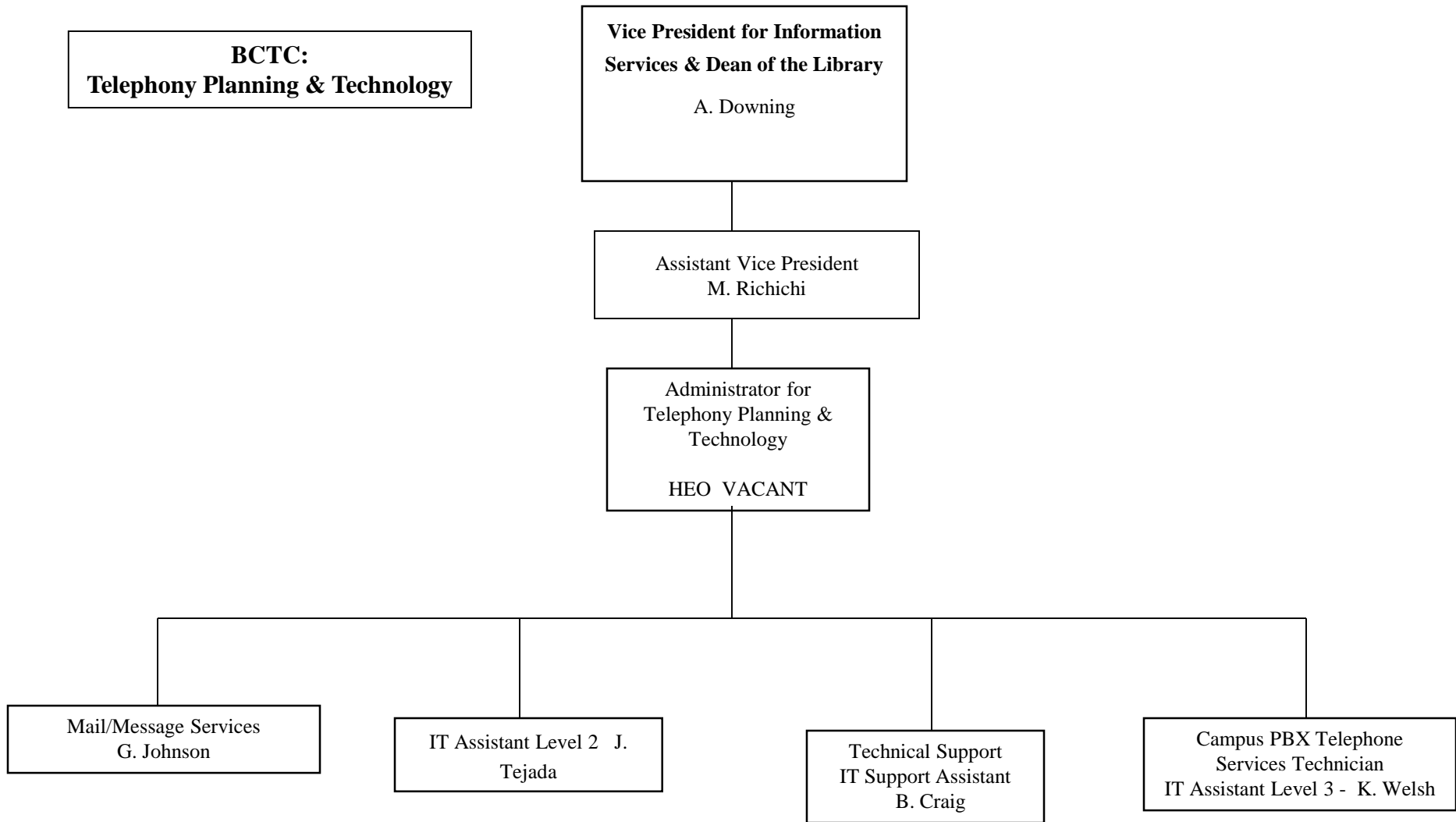


* Non-tax Levy

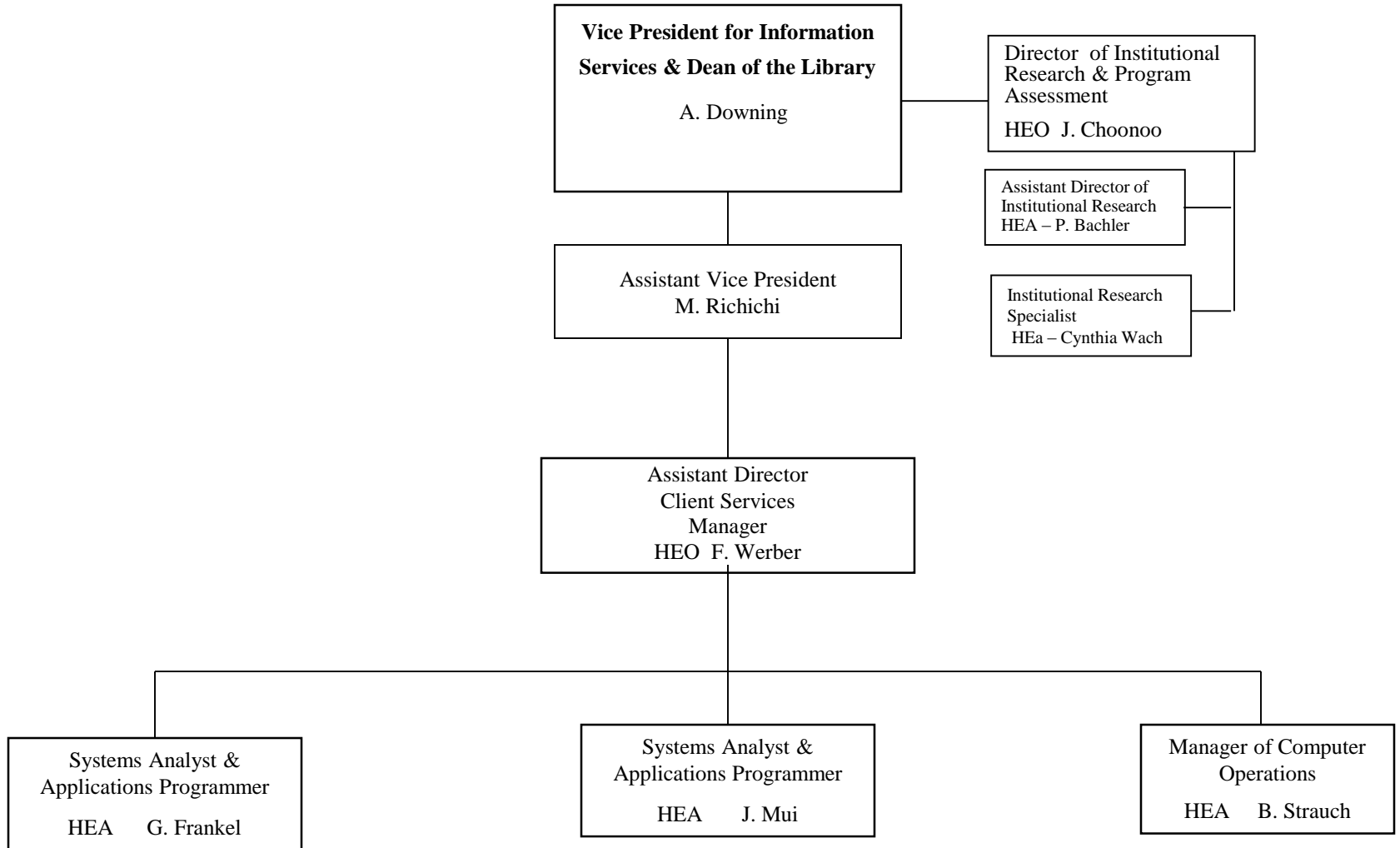
**Baruch Computing & Technology Center and Library
Overview**



*See Separate Charts for Individual Units



**Baruch Computing & Technology Center
Data Base Administration & Application Programming**



**BCTC:
Student Computing Services**

**Vice President for Information
Services & Dean of the Library**
A. Downing

Assistant Vice President
M. Richichi

IT Academic
Technology Director
Computer Systems
Manager-
VACANT

Campus LAN Manager
IT Senior Associate
C. Izen

Specialist, Computer
Liaison
HEa S. Sciusco

Campus Network Hardware
Technical Support Assistant -
IT Assistant
P. Santamaria

Campus Help Desk
IT Support Assistant
VACANT

Campus Student &
User Liaison
IT Support Assistant
D. Collins

Lab Manager
IT Assistant
B. Little

IT Assoc – VACANT

College Assistants
11 PTE

Instructional
Designer
HEa – K. Wolff

Campus Media
Resources Technical
Support Assistant
IT Associate S.
Varveris-Simon

IT Academic
Technology Coord
aHEO – VACANT

IT Academic
Technology Mgr
HEA– J. Albanese

User Education
& Support
Assistant
HEa D. Minor

IT Assoc - J
Joseph

IT Asst – B. Seecharan

IT Assoc - V
Peralta

IT Asst - L. Chung

Assistant Lab
Manager
IT Support Assistant
J. Alarcon

**Baruch Computing & Technology Center
Network Operations & Technical
Support Services**

**Vice President for Information
Services & Dean of the Library**
A. Downing

Assistant Vice President
M. Richichi

Manager of Network Services
Computer Services Manager Level 3
M. Fries

Network Infrastructure
Support Manager
HEA R. Hallex

IT Associate
J. Bravo

Campus WAN & BCTC
LAN Manager
HEO F. Tejera

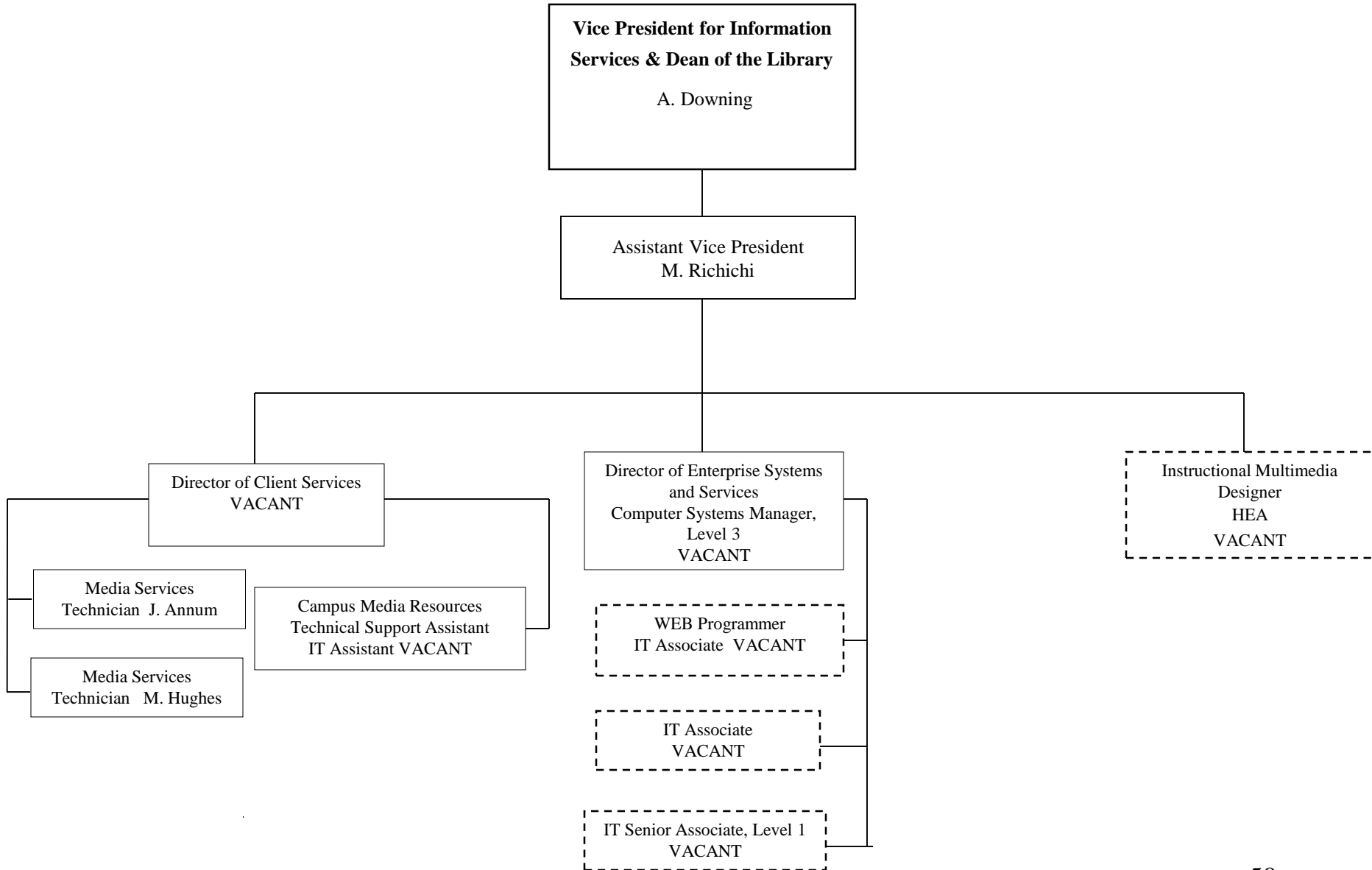
Lead Systems
Administrator-Windows
IT Senior Associate
VACANT

UNIX
Administrator
IT Assistant
- VACANT

Lotus Notes
Specialized Software
Programmer
IT Assistant
VACANT

Manager of Client
Services, Training &
Documentation
HEa
N. Bernek-Tashkent

**Baruch Computing & Technology Center
Instructional Technology**



The William and Anita Newman Library

**Vice President for
Information Services &
Dean of the Library
A. Downing**

COA - K. Brown

CAA - A. Ruiz

Administrative Services Librarian
Professor
Qun. Jiao

Deputy Chief for Public Services
Associate Professor
VACANT

Head of Archives and
Special Collections
Professor
S. Roff

Digital Initiatives
Librarian
Assistant Professor
J. L. Wagner

Access Services Manager
HEA – M. Prince

Head - Access Services
Assistant Professor
VACANT

Head of Instruction
Professor
R. Hensley

Head - Graduate Services
Assistant Professor
L. Rath

Head of Collection Management
Associate Professor
M. Waldman

COA – C. Muniz
COA – F. Brito
COA – Y. Warner
COA - VACANT

CAA - A. Garcia

Geospatial Data Lbn. –
Asst. Prof. - F. Donnelly

Support Staff -
CAA - A. John
COA - M. Martinez
COA - M. Parmar

Resource Sharing Specialist
HEa – E. Raub

Head of Circulation
HEa - VACANT

Info. Services Lbn.- Assoc. Prof. - B. Pollard

Info. Services Lbn.. - Asst. Prof. - L. Ellis

Info. Services Lbn. –Assoc. Prof- L. Klusek

Info. Services Lbn. - Asst. Prof. - H. Gee

Business Info. Lbn.- Prof. - L. Liu

Info. Services Lbn. - Assoc. Prof. - A. Peña

Info. Services Lbn.- Assoc. Prof. - R. Ormsby

Info. Services Lbn. – Instructor - J. Hartnett

Info. Services Lbn. – Asst. Prof. - C. Tuthill

Info. Services Lbn.. - Asst. Prof. - R. Phillips

Info. Services Lbn. – Sub. Instructor - Vacant

Head - Cataloging
Professor
S. Chao

Metadata Librarian
Assistant Professor
K. Szeto

User Experience
Librarian
Associate Professor
S. Francoeur

Collection/Reference
Librarian
Substitute Assistant Professor
E. Leahy

Reserve Coordinator
aHEO - VACANT

This Appendix contains a copy of the Re-affirmation Letter distributed this past Plan Year.

Message from the President

September 20, 2016

Reaffirmation of Commitment to Diversity/Equal Opportunity/Affirmative Action

To the Baruch College Community:

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

Accordingly, I am committed to overseeing Baruch's compliance with the CUNY policies and procedures on equal opportunity, non-discrimination, and on sexual misconduct.

The Policy on Equal Opportunity and Non-Discrimination 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 or partnership status, pregnancy, disability, caregiver status, genetic information, alienage or citizenship status, military or veteran status, unemployment status, credit history, arrest or conviction record, status as a victim of domestic violence/stalking/sexual violence, or any other legally prohibited basis in accordance with federal, state and city laws. I remind you that Italian Americans also 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](#) 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 Chief Diversity Officer Kieran B. Morrow, Esq., who also serves as the Title IX Coordinator and Section 504/ADA Coordinator. The vice presidents, deans, directors, managers, and supervisors share responsibility for ensuring our compliance with these policies and laws.

The Chief Diversity Officer, Head of the Office of Diversity, Compliance, and Equity Initiatives, is located in Newman Hall, 137 East 22 Street, Room 204. Any individual who believes that he or she has experienced employment discrimination should immediately contact Ms. Morrow at Diversity@baruch.cuny.edu or 646-312-4540.

I ask for your continued support to ensure equal opportunity, affirmative action, and diversity and inclusion in all employment practices at Baruch College.

Regards,

Mitchel B. Wallerstein
President, Baruch College

BaruchCOLLEGE

CUNY The City
University
of
New York

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).

1,229 Employees

Category Executive/Administrative/Managerial

Administration 1 (Executives)

30 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%

Comprised of Titles

Administrator	1 Employee(s) in Title
Assc Administrator	1 Employee(s) in Title
Assc Dean	6 Employee(s) in Title
Asst Administrator	2 Employee(s) in Title
Asst Dean	1 Employee(s) in Title
Asst Vice President	9 Employee(s) in Title
Dean	2 Employee(s) in Title
Sr Vice President	1 Employee(s) in Title
Vice President	7 Employee(s) in Title

Administration 2

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%

Comprised of Titles

HE Associate	90 Employee(s) in Title
HE Officer	59 Employee(s) in Title

Facility Manager

2 Employee(s) in Group

Facility Superintendents (Managerial)

In 2017, combined Admin Superintendent and Chief Admin Supt.

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%

Comprised of Titles

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

IT Computer Manager

2 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%
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LMA Factor 2	NA	Weighted At	0.00%
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Comprised of Titles

IT Computer Systems Mgr	2 Employee(s) in Title
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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%
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LMA Factor 2	NA	Weighted At	0.00%
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Comprised of Titles

Campus Security Asst Dir	1 Employee(s) in Title
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Category Professional Faculty

Faculty-Instructor

1 Employee(s) in Group

Instructor Faculty

LMA Factor 1	Earned Degrees Conferred M.A. 2013-2014, 4-State (NY/NJ/CT/PA)	Weighted At	100.00%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Instructor	1 Employee(s) in Title
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Faculty-Lecturer

60 Employee(s) in Group

Lecturer Faculty

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		Weighted At	0.00%

Comprised of Titles

Clinical Professor	2 Employee(s) in Title
Dist Lecturer	11 Employee(s) in Title
Lecturer	35 Employee(s) in Title
Lecturer Doct Sch	12 Employee(s) in Title

Faculty-Professorial

450 Employee(s) in Group

Professorial Faculty (All Titles)

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: Earned Degrees Conferred Ph.D. 2000, 3-State (NY/NJ/CT) weighted at 20% and US Non-4-State weighted at 80% in all fields	Weighted At	100.00%

Comprised of Titles

Assc Professor	145 Employee(s) in Title
Asst Professor	121 Employee(s) in Title
Dist Professor	6 Employee(s) in Title
Professor	177 Employee(s) in Title
Visiting Professor	1 Employee(s) in Title

Category Professional Non-Faculty

Accountant

5 Employee(s) in Group

Accountants (Professionals)

LMA Factor 1	Internal Only	Weighted At	0.00%
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%

Comprised of Titles

Finance Accountant	3 Employee(s) in Title
Purchasing Agent	2 Employee(s) in Title

Administration 3

171 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%
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%

Comprised of Titles

Asst to HEO	76 Employee(s) in Title
HE Assistant	94 Employee(s) in Title
Research Assc	1 Employee(s) in Title

Administration 5

4 Employee(s) in Group

Engineers and Architects

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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Architect	1 Employee(s) in Title
Architect Asst	1 Employee(s) in Title
Interior Designer	1 Employee(s) in Title
Project Mgr	1 Employee(s) in Title

IT Computer Professional

24 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

IT Associate	6 Employee(s) in Title
IT Asst	10 Employee(s) in Title
IT Sr Associate	8 Employee(s) in Title

Category Technicians

Administration 4

7 Employee(s) in Group

Laboratory Technicians

Prior to 2017, Separate availability is calculated for Scientific/Technical Personnel and Other Personnel

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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Chief College Lab Tech	1 Employee(s) in Title
College Lab Tech	1 Employee(s) in Title
Sr College Lab Tech	5 Employee(s) in Title

Broadcast/Media

4 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Media Svcs Tech	4 Employee(s) in Title
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IT Support Technician

3 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

IT Support Asst	3 Employee(s) in Title
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Category Administrative Support Workers**Accountant Asst****8 Employee(s) in Group**

Accounting Support Staff

In 2017, incorporates 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Asst Purchasing Agent	1 Employee(s) in Title
Finance Accountant Asst	7 Employee(s) in Title

Administrative Assistant**24 Employee(s) in Group**

Administrative Support Staff-Senior Level

LMA Factor 1	Internal Only	Weighted At	0.00%
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%

Comprised of Titles

CUNY Admin Asst	24 Employee(s) in Title
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Mail Services Worker**3 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

Mail Message Svcs Worker	3 Employee(s) in Title
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Office Assistant**65 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%
LMA Factor 2	NA	Weighted At	0.00%

Comprised of Titles

CUNY Office Assistant	65 Employee(s) in Title
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Category Craft Workers

Basic Crafts-Buildings and Grounds

8 Employee(s) in Group

Buildings and Grounds Workers

In 2017, Maintenance Workers were 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%

Comprised of Titles

Maintenance Worker	7 Employee(s) in Title
Motor Vehicle Operator	1 Employee(s) in Title

Laborers and Helpers

3 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%

Comprised of Titles

Plumber Helper	1 Employee(s) in Title
Stock Worker	1 Employee(s) in Title
Stock Worker Supervisor	1 Employee(s) in Title

Skilled Trades

25 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%

Comprised of Titles

Carpenter	4 Employee(s) in Title
Electrician	3 Employee(s) in Title
Elevator Mechanic	1 Employee(s) in Title
High Pressure Plant Tender	1 Employee(s) in Title
Locksmith	1 Employee(s) in Title
Oiler	1 Employee(s) in Title
Painter	3 Employee(s) in Title

Plumber	2 Employee(s) in Title
Stationary Engineer	6 Employee(s) in Title
Steamfitter	2 Employee(s) in Title
Thermostat Repairer	1 Employee(s) in Title

Skilled Trades-Supervisor

3 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%

Comprised of Titles

Carpenter Supervisor	1 Employee(s) in Title
Electrician Supervisor	1 Employee(s) in Title
Painter Supervisor	1 Employee(s) in Title

Category Service Workers and Others**CPO Level 1****59 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%

Comprised of Titles

Campus Peace Officer	30 Employee(s) in Title
Campus Security Asst	28 Employee(s) in Title
Campus Security Officer	1 Employee(s) in Title

CPO Level 2**7 Employee(s) in Group**

Campus Security-Mid Level Staff

LMA Factor 1	Internal Only	Weighted At	0.00%
LMA Factor 2	CUNY Survey Spring 2011 - Permanent Campus Peace/Security Officer Level 1 - The Campus Peace/Security Officer Level 2 title is strictly promotional from the Permanent Campus Peace/Security Officer Level 1 title with years of service requirement.	Weighted At	100.00%

Comprised of Titles

Campus Peace Officer	7 Employee(s) in Title
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CPO Sergeant**12 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%

Comprised of Titles

Campus Pub Safety Sergeant	9 Employee(s) in Title
Campus Security Specialist	3 Employee(s) in Title

Custodial**86 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%

Comprised of Titles

Custodial Assistant	86 Employee(s) in Title
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Custodial Supv

13 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%

Comprised of Titles

Custodial Principal Supv	1 Employee(s) in Title
Custodial Sr Supervisor	4 Employee(s) in Title
Custodial Supervisor	8 Employee(s) in Title

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.

511 Total Faculty

Area, Ethnic, Cultural, Gender, and Group Studies		5 Faculty in Discipline
10402	Black and Latino Studies	5 Faculty in Department
Biological and Biomedical Sciences AND Physical Sciences		24 Faculty in Discipline
Blended rate (average) of Biological and Biomedical Sciences / Physical Sciences for those departments which teach both disciplines.		
10208	Natural Sciences	24 Faculty in Department
Business, Management, Marketing, Support Services		150 Faculty in Discipline
10192	Allen Aaronson Dept of Mkt/IB	30 Faculty in Department
10088	Bert Wasserman Dept Eco & Fin	44 Faculty in Department
10190	N. P. Loomba Dept of Mgt	42 Faculty in Department
10005	Stan Ross Dept Accountancy	29 Faculty in Department
10256	W. Newman Dept of Real Estate	5 Faculty in Department
Communications, Journalism, and Related Programs		30 Faculty in Discipline
10060	Communication Studies	20 Faculty in Department
10172	Journalism & Writing Profess	10 Faculty in Department
Education - Developmental		6 Faculty in Discipline
75023	Curricular Guidance - ZSB	1 Faculty in Department
65100	SEEK	3 Faculty in Department
10071	Student Development/Counseling	2 Faculty in Department
English Language and Literature/Letters		40 Faculty in Discipline
10105	English	40 Faculty in Department
Foreign Languages, Literatures, and Linguistics		16 Faculty in Discipline
10204	Modern Languages & Comp Lit	16 Faculty in Department
History		14 Faculty in Discipline
10148	History	14 Faculty in Department
Legal Professions and Studies		15 Faculty in Discipline

10181	Law	15 Faculty in Department
Library (Librarians/Non-Teaching)		21 Faculty in Discipline
70054	Library	21 Faculty in Department
Mathematics and Statistics		69 Faculty in Discipline
10195	Mathematics	35 Faculty in Department
10291	Statistics & Computer Info	34 Faculty in Department
Philosophy and Religious Studies		9 Faculty in Discipline
10221	Philosophy	9 Faculty in Department
Psychology		26 Faculty in Discipline
10245	Psychology	26 Faculty in Department
Public Administration and Social Service Professions		46 Faculty in Discipline
10250	Public Affairs	46 Faculty in Department
Social Sciences		24 Faculty in Discipline
10236	Political Science	13 Faculty in Department
10014	Sociology and Anthropology	11 Faculty in Department
Visual and Performing Arts		16 Faculty in Discipline
10115	Fine & Performing Arts	16 Faculty in Department

This is a listing of academic department assignments and their mapping for the assignment of employees in the Administration 4 Group (College Laboratory Technicians) to a general purpose.

College Laboratory Technician Groups are "College Laboratory Technician - Science, Technology, and Engineering" and "All Other College Laboratory Technicians".

Note that groups of fewer than five will not be included the later utilization analyses.

7 Total Lab Tech(s)

CLT-SCI-TECH-ENG

5 College Lab Tech(s)

10208	Natural Sciences	5	College Lab Tech(s) in Department
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CLT-OTHER

2 College Lab Tech(s)

10172	Journalism & Writing Profess	1	College Lab Tech(s) in Department
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10204	Modern Languages & Comp Lit	1	College Lab Tech(s) in Department
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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) 30 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
- 04722 Asst Dean
- 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	16	8	3	4	1
Underutilized?					Y
# Underutilized					2
Actual Util%	53.3%	26.7%	10.0%	13.3%	3.3%
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	100	64	19	22	23
Underutilized?					
# Underutilized					
Actual Util%	67.1%	43.0%	12.8%	14.8%	15.4%
Labor Market%	59.9%	41.4%	10.6%	16.3%	13.5%

Category: Professional Non-Faculty

Job Group Accountant

5 in Job Group

Accountants (Professionals)

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

04801 Finance Accountant

12121 Purchasing Agent

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	4	5	5	0	0
Underutilized?				Y	Y
# Underutilized				1	1
Actual Util%	80.0%	100.0%	100.0%	0.0%	0.0%
Labor Market%	82.4%	70.6%	29.4%	26.5%	11.8%

Category: Professional Non-Faculty

Job Group Administration 3 171 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	120	112	26	43	42
Underutilized?					
# Underutilized					
Actual Util%	70.2%	65.5%	15.2%	25.1%	24.6%
Labor Market%	61.1%	37.6%	9.6%	14.3%	12.0%

Category: Professional Non-Faculty

Job Group IT Computer Professional

24 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	5	20	10	4	6
Underutilized?	Y				
# Underutilized	1				
Actual Util%	20.8%	83.3%	41.7%	16.7%	25.0%
Labor Market%	26.4%	33.6%	19.7%	7.1%	5.4%

Category: Administrative Support Workers

Job Group Administrative Assistant

24 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	21	17	2	10	5
Underutilized?					Y
# Underutilized					1
Actual Util%	87.5%	70.8%	8.3%	41.7%	20.8%
Labor Market%	91.1%	74.0%	8.0%	38.1%	27.0%

Category: Administrative Support Workers

Job Group Office Assistant

65 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	57	46	7	22	17
Underutilized?					
# Underutilized					
Actual Util%	87.7%	70.8%	10.8%	33.8%	26.2%
Labor Market%	89.9%	26.5%	3.7%	11.6%	9.8%

Category: Administrative Support Workers

Job Group Accountant Asst

8 in Job Group

Accounting Support Staff

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

12120 Asst Purchasing Agent

04800 Finance Accountant Asst

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	5	6	4	1	1
Underutilized?					
# Underutilized					
Actual Util%	62.5%	75.0%	50.0%	12.5%	12.5%
Labor Market%	50.8%	26.7%	11.8%	7.8%	5.9%

Category: Craft Workers

Job Group Skilled Trades

25 in Job Group

Skilled Tradespeople

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

- 04899 Carpenter
- 91717 Electrician
- 90710 Elevator Mechanic
- 91650 High Pressure Plant Tender
- 04905 Locksmith
- 04891 Oiler
- 91830 Painter
- 91915 Plumber
- 04915 Stationary Engineer
- 91925 Steamfitter
- 91940 Thermostat Repairer

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	5	1	1	3
Underutilized?	Y	Y		Y	Y
# Underutilized	1	2		1	2
Actual Util%	0.0%	20.0%	4.0%	4.0%	12.0%
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
- 91212 Motor Vehicle Operator

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	0	5	1	2	2
Underutilized?	Y				
# Underutilized	2				
Actual Util%	0.0%	62.5%	12.5%	25.0%	25.0%
Labor Market%	20.0%	42.4%	2.3%	12.6%	26.0%

Category: Service Workers and Others

Job Group CPO Sergeant

12 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	11	0	8	3
Underutilized?	Y		Y		
# Underutilized	1		1		
Actual Util%	16.7%	91.7%	0.0%	66.7%	25.0%
Labor Market%	22.6%	85.9%	6.1%	55.1%	23.8%

Category: Service Workers and Others

Job Group CPO Level 2

7 in Job Group

Campus Security-Mid Level Staff

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

04844 Campus Peace Officer

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	1	6	0	3	3
Underutilized?	Y		Y	Y	
# Underutilized	1		0	1	
Actual Util%	14.3%	85.7%	0.0%	42.9%	42.9%
Labor Market%	22.0%	86.4%	6.8%	55.2%	24.3%

Category: Service Workers and Others

Job Group CPO Level 1

59 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
- 04842 Campus Security Officer

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	15	56	4	34	18
Underutilized?					
# Underutilized					
Actual Util%	25.4%	94.9%	6.8%	57.6%	30.5%
Labor Market%	28.4%	66.7%	7.1%	28.1%	29.3%

Category: Service Workers and Others

Job Group Custodial Supv

13 in Job Group

Custodial Supervisors

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

- 80561 Custodial Principal Supv
- 80535 Custodial Sr Supervisor
- 04862 Custodial Supervisor

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Employees	2	13	0	8	5
Underutilized?	Y		Y		
# Underutilized	2		0		
Actual Util%	15.4%	100.0%	0.0%	61.5%	38.5%
Labor Market%	29.0%	40.0%	2.4%	13.8%	22.1%

Category: Service Workers and Others

Job Group Custodial

86 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	27	83	9	27	47
Underutilized?					
# Underutilized					
Actual Util%	31.4%	96.5%	10.5%	31.4%	54.7%
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.

5 Staff

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

10208 Natural Sciences

	Female	Total Minority	Asian, Hawaiian, Other PI	Black/African American	Hispanic/ Latino inc PR
Lab Tech Staff	2	3	1	2	0
Underutilized?					Y
# Underutilized					0
Actual Util%	40.0%	60.0%	20.0%	40.0%	0.0%
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.

Biological and Biomedical Sciences AND Physical Sciences

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

10208 Natural Sciences

Job Group Faculty-Professorial

24 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	7	3	1	1	1
Underutilized?	Y	Y	Y		
# Underutilized	3	2	1		
Actual Util%	29.2%	12.5%	4.2%	4.2%	4.2%
Labor Market%	43.3%	20.6%	9.9%	4.1%	5.1%

Business, Management, Marketing, Support Services

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

- 10192 Allen Aaronson Dept of Mkt/IB
- 10088 Bert Wasserman Dept Eco & Fin
- 10190 N. P. Loomba Dept of Mgt
- 10005 Stan Ross Dept Accountancy
- 10256 W. Newman Dept of Real Estate

Job Group Faculty-Professorial

130 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	44	61	51	4	5
Underutilized?	Y			Y	
# Underutilized	13			23	
Actual Util%	33.8%	46.9%	39.2%	3.1%	3.8%
Labor Market%	43.9%	33.6%	7.1%	20.8%	4.5%

Job Group Faculty-Lecturer

20 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	7	6	2	2	2
Underutilized?	Y				
# Underutilized	2				
Actual Util%	35.0%	30.0%	10.0%	10.0%	10.0%
Labor Market%	45.5%	28.6%	11.1%	9.9%	6.2%

Communications, Journalism, and Related Programs

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

- 10060 Communication Studies
- 10172 Journalism & Writing Profess

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	16	3	1	2	0
Underutilized?		Y			Y
# Underutilized		2			2
Actual Util%	61.5%	11.5%	3.8%	7.7%	0.0%
Labor Market%	57.0%	17.7%	3.3%	6.2%	6.6%

English Language and Literature/Letters

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

10105 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	22	6	1	4	1
Underutilized?			Y		Y
# Underutilized			0		0
Actual Util%	57.9%	15.8%	2.6%	10.5%	2.6%
Labor Market%	60.0%	12.6%	3.5%	3.4%	3.9%

Foreign Languages, Literatures, and Linguistics

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

10204 Modern Languages & Comp Lit

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	6	7	3	0	4
Underutilized?	Y			Y	
# Underutilized	3			0	
Actual Util%	40.0%	46.7%	20.0%	0.0%	26.7%
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):

10148 History

Job Group Faculty-Professorial

14 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	6	5	2	2	1
Underutilized?					
# Underutilized					
Actual Util%	42.9%	35.7%	14.3%	14.3%	7.1%
Labor Market%	43.0%	16.8%	3.7%	5.2%	6.8%

Legal Professions and Studies

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

10181 Law

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	7	1	0	1	0
Underutilized?		Y	Y	Y	Y
# Underutilized		2	0	1	0
Actual Util%	46.7%	6.7%	0.0%	6.7%	0.0%
Labor Market%	39.7%	18.8%	2.4%	11.8%	1.2%

Library (Librarians/Non-Teaching)

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

70054 Library

Job Group Faculty-Professorial

20 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	9	10	6	2	2
Underutilized?	Y				
# Underutilized	7				
Actual Util%	45.0%	50.0%	30.0%	10.0%	10.0%
Labor Market%	79.4%	14.3%	1.6%	6.8%	5.4%

Mathematics and Statistics

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

- 10195 Mathematics
- 10291 Statistics & Computer Info

Job Group Faculty-Professorial

56 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	12	17	14	0	3
Underutilized?	Y			Y	
# Underutilized	4			2	
Actual Util%	21.4%	30.4%	25.0%	0.0%	5.4%
Labor Market%	28.8%	16.4%	8.5%	2.7%	3.6%

Job Group Faculty-Lecturer

13 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	5	1	1	0	0
Underutilized?		Y	Y	Y	Y
# Underutilized		3	2	1	0
Actual Util%	38.5%	7.7%	7.7%	0.0%	0.0%
Labor Market%	41.4%	29.4%	19.6%	4.1%	3.6%

Philosophy and Religious Studies

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

10221 Philosophy

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	1	1	1	0	0
Underutilized?	Y	Y		Y	Y
# Underutilized	2	0		1	0
Actual Util%	12.5%	12.5%	12.5%	0.0%	0.0%
Labor Market%	34.4%	17.0%	3.8%	6.7%	4.2%

Psychology

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

10245 Psychology

Job Group Faculty-Professorial

23 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	12	3	1	1	0
Underutilized?	Y	Y		Y	Y
# Underutilized	5	2		1	2
Actual Util%	52.2%	13.0%	4.3%	4.3%	0.0%
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):

10250 Public Affairs

Job Group Faculty-Professorial

35 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	13	8	4	2	2
Underutilized?	Y	Y		Y	
# Underutilized	11	3		6	
Actual Util%	37.1%	22.9%	11.4%	5.7%	5.7%
Labor Market%	67.3%	32.3%	4.1%	21.5%	4.9%

Job Group Faculty-Lecturer

11 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	5	3	1	2	0
Underutilized?	Y	Y			Y
# Underutilized	3	1			1
Actual Util%	45.5%	27.3%	9.1%	18.2%	0.0%
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):

- 10236 Political Science
- 10014 Sociology and Anthropology

Job Group Faculty-Professorial

24 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	10	3	2	1	0
Underutilized?		Y		Y	Y
# Underutilized		2		0	2
Actual Util%	41.7%	12.5%	8.3%	4.2%	0.0%
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):

10115 Fine & Performing Arts

Job Group Faculty-Professorial

16 Faculty in Discipline

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican
Faculty	10	2	2	0	0
Underutilized?		Y		Y	Y
# Underutilized		1		0	1
Actual Util%	62.5%	12.5%	12.5%	0.0%	0.0%
Labor Market%	51.3%	16.1%	6.8%	2.9%	4.9%

This appendix provides tables with detail on personnel activities in general by ethnicity and gender followed by a detail about faculty tenure actions.

Appendix F-1 Personnel Activity Table By Job Group and Ethnicity

JOB GROUP	ACTIVITY CATEGORY	Minority Status				Not Minority	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority		
Accountants							
	Joined Group	1			1		1
	Left Group						0
	Move within Job Group						0
	Status Change						0
Accounting Assistants							
	Joined Group		1	1	2		2
	Left Group					-1	-1
	Move within Job Group						0
	Status Change						0
Admin1 - Executives							
	Joined Group	2	1		3	3	6
	Left Group		-1		-1	-2	-3
	Move within Job Group						0
	Status Change		1		1	2	3
Admin2 - Managers							
	Joined Group	2	5	4	11	14	25
	Left Group		-5	-3	-8	-11	-19
	Move within Job Group					3	3
	Status Change	1	2		3	3	6
Admin3 - Administrators							
	Joined Group	5	10	7	24	10	34
	Left Group	-6	-8	-6	-20	-8	-28
	Move within Job Group		3	1	4	1	5
	Status Change	2	2	2	6	1	7
Admin4-College Lab Technicians							
	Joined Group						0
	Left Group					-1	-1
	Move within Job Group						0
	Status Change						0
Admin5-Engineers/Architects							
	Joined Group					2	2
	Left Group					-1	-1
	Move within Job Group						0
	Status Change						0
Basic Crafts - Buildings & Grounds							
	Joined Group						0
	Left Group					-1	-1
	Move within Job Group						0
	Status Change						0
Broadcast-Media Technicians							
	Joined Group			2	2		2
	Left Group						0
	Move within Job Group						0
	Status Change						0

Appendix F-1 Personnel Activity Table By Job Group and Ethnicity

JOB GROUP	ACTIVITY CATEGORY	Minority Status				Not Minority	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority		
Campus Peace Officer-L-1							
	Joined Group			1	1		1
	Left Group		-1	-1	-2		-2
	Move within Job Group		3		3		3
	Status Change						0
CUNY Administrative Asst							
	Joined Group		2		2		2
	Left Group	-1	-2		-3	-1	-4
	Move within Job Group		1		1		1
	Status Change						0
CUNY Office Assistants							
	Joined Group	1		2	3	2	5
	Left Group	-2	3	-2	-7	-6	-13
	Move within Job Group	1		3	4	1	5
	Status Change	1			1		1
Custodial							
	Joined Group		5	4	9		9
	Left Group		-10	-3	-13		-13
	Move within Job Group						0
	Status Change						0
Custodial - Supervisory							
	Joined Group		2	2	4		4
	Left Group			-1	-1		-1
	Move within Job Group		2		2		2
	Status Change						0
Facilities - Managerial							
	Joined Group					1	1
	Left Group					-1	-1
	Move within Job Group						0
	Status Change						0
Faculty - Instructors							
	Joined Group		1		1		1
	Left Group						0
	Move within Job Group						0
	Status Change						0
Faculty - Lecturers							
	Joined Group	1	1	1	3	9	12
	Left Group	-3		-1	-4	-5	-9
	Move within Job Group						0
	Status Change						0
Faculty - Professorial							
	Joined Group	6	2	2	10	9	19
	Left Group	-8	-1	-3	-12	-16	-28
	Move within Job Group	2		3	5	6	11
	Status Change						0
Info Tech - Managerial							
	Joined Group		1		1		1
	Left Group					-1	-1
	Move within Job Group						0

Appendix F-1 Personnel Activity Table By Job Group and Ethnicity

JOB GROUP	ACTIVITY CATEGORY	Minority Status				Not Minority	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority		
	Status Change						0
Info Tech - Professional							
	Joined Group	1	1		2		2
	Left Group		-1		-1	-1	-2
	Move within Job Group						0
	Status Change						0
Laborers & Helpers							
	Joined Group					1	1
	Left Group		-1		-1		-1
	Move within Job Group						0
	Status Change						0
Mail Message Services Workers							
	Joined Group						0
	Left Group		-1		-1		-1
	Move within Job Group						0
	Status Change						0
Security - Managerial							
	Joined Group						0
	Left Group	-1			-1		-1
	Move within Job Group						0
	Status Change						0
Skilled Trades							
	Joined Group	1		1	2	4	6
	Left Group		-1	-2	-3	-6	-9
	Move within Job Group						0
	Status Change					2	2
Skilled Trades - Supervisory							
	Joined Group					1	1
	Left Group						0
	Move within Job Group						0
	Status Change						0

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

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
Accountants				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
Accounting Assistants				
	Joined Group	2		2
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Admin1 - Executives				
	Joined Group	5	1	6
	Left Group	-1	-2	-3
	Move within Job Group			0
	Status Change	3		3
Admin2 - Managers				
	Joined Group	21	4	25
	Left Group	-15	-4	-19
	Move within Job Group	2	1	3
	Status Change	5	1	6
Admin3 - Administrators				
	Joined Group	27	6	33
	Left Group	-25	-3	-28
	Move within Job Group	5	0	5
	Status Change	6	1	7
Admin4-College Lab Technicians				
	Joined Group			0
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Admin5-Engineers/Architects				
	Joined Group	2		2
	Left Group	-1		-1
	Move within Job Group			0
	Status Change			0
Basic Crafts - Buildings & Grounds				
	Joined Group			0

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

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Broadcast-Media Technicians				
	Joined Group		2	2
	Left Group			0
	Move within Job Group			0
	Status Change			0
Campus Peace Officer-L-1				
	Joined Group	1		1
	Left Group	-2		-2
	Move within Job Group	1	2	3
	Status Change			0
CUNY Administrative Asst				
	Joined Group	2		2
	Left Group	-3	-1	-4
	Move within Job Group	1		1
	Status Change			0
CUNY Office Assistants				
	Joined Group	4	1	5
	Left Group	-10	-3	-13
	Move within Job Group	4	1	5
	Status Change	1		1
Custodial				
	Joined Group	1	8	9
	Left Group	-6	-7	-13
	Move within Job Group			0
	Status Change			0
Custodial - Supervisory				
	Joined Group	1	3	4
	Left Group		-1	-1
	Move within Job Group		2	2
	Status Change			0
Facilities - Managerial				
	Joined Group		1	1
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0

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

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
Faculty - Instructors				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
Faculty - Lecturers				0
	Joined Group	8	4	12
	Left Group	-4	-5	-9
	Move within Job Group			0
	Status Change			0
Faculty - Professorial				
	Joined Group	9	10	19
	Left Group	-13	-15	-28
	Move within Job Group	5	6	11
	Status Change			0
Info Tech - Managerial				
	Joined Group		1	1
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Info Tech - Professional				
	Joined Group	2		2
	Left Group	-1	-1	-2
	Move within Job Group			0
	Status Change			0
Info Tech - Technician				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
Laborers & Helpers				
	Joined Group		1	1
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Mail Message Services Workers				
	Joined Group			0
	Left Group	-1		-1
	Move within Job Group			0

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

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
	Status Change			0
Security - Managerial				
	Joined Group			0
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
Skilled Trades				
	Joined Group		6	6
	Left Group		-9	-9
	Move within Job Group			0
	Status Change		2	2
Skilled Trades - Supervisory				0
	Joined Group		1	1
	Left Group			0
	Move within Job Group			0
	Status Change			0

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

DEPARTMENT	ACTIVITY CATEGORY	TITLE	Minority Status				Not Minority	TOTAL ACTIVITY
			Asian	Black/African American	Hispanic	Total Minority		
Allen Aaronson Dept of Mkt/IB								
	Awarded Tenure/CCE	(Assc Professor)	1				1	
English								
	Awarded Tenure/CCE	(Assc Professor)				1	1	
History								
	Awarded Tenure/CCE	(Asst Professor)			1		1	
Law								
	Awarded Tenure/CCE	(Professor)				1	1	
Library								
	Awarded Tenure/CCE	(Assc Professor)				1	1	
Psychology								
	Awarded Tenure/CCE	(Lecturer)			1		1	
Public Affairs								
	Awarded Tenure/CCE	(Assc Professor)	1				1	
	Hired with Tenure/CCE	(Professor)				1	1	
Stan Ross Dept Accountancy								
	Awarded Tenure/CCE	(Assc Professor)	1		1		2	

Appendix F-4 Tenure Activity by Department, Title and Gender

DEPARTMENT	ACTIVITY CATEGORY	TITLE	Female	Male	TOTAL ACTIVITY
Allen Aaronson Dept of Mkt/IB					
	Awarded Tenure/CCE	(Assc Professor)	1		1
English					
	Awarded Tenure/CCE	(Assc Professor)	1		1
History					
	Awarded Tenure/CCE	(Asst Professor)	1		1
Law					
	Awarded Tenure/CCE	(Professor)		1	1
Library					
	Awarded Tenure/CCE	(Assc Professor)		1	1
Psychology					
	Awarded Tenure/CCE	(Lecturer)	1		1
Public Affairs					
	Awarded Tenure/CCE	(Assc Professor)	1		1
	Hired with Tenure/CCE	(Professor)	1		1
Stan Ross Dept Accountancy					
	Awarded Tenure/CCE	(Assc Professor)		2	2

This appendix provides detail on searches performed by job group, ethnicity, and gender. Detail is provided on applicants, interviews, and offers. The scope of this report includes searches which officially concluded by a job offer between July 1, 2016 and May 31, 2017.

Appendix G-1 Recruiting Activity Table By Job Group and Ethnicity

JOB GROUP	ACTIVITY CATEGORY	Minority Status				Not Minority	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority		
Admin1 - Executives							
	Applicants	15	24	18	58	120	178
	Interviews	1	2	2	6	9	15
	Offers	1	0	0	1	1	2
	No Interviews	14	22	16	52	111	163
Admin2 - Managers							
	Applicants	122	373	234	759	687	1446
	Interviews	7	16	14	37	67	104
	Offers	1	3	0	4	15	19
	No Interviews	115	357	220	722	620	1342
Admin3 - Administrators							
	Applicants	648	1331	1018	3152	1545	4697
	Interviews	29	38	34	104	63	167
	Offers	6	12	5	24	10	34
	No Interviews	619	1293	984	3048	1482	4530
Admin5- Engineers/Architects							
	Applicants	2	4	3	10	15	25
	Interviews	0	0	0	0	2	2
	Offers	0	0	0	0	2	2
	No Interviews	2	4	3	10	13	23
Broadcast-Media Technicians							
	Applicants	15	27	35	80	30	110
	Interviews	0	0	2	2	0	2
	Offers	0	0	2	2	0	2
	No Interviews	15	27	33	78	30	108
CUNY Administrative Asst							
	Applicants	30	86	55	180	53	233
	Interviews	0	1	0	1	0	1
	Offers	0	1	0	1	0	1
	No Interviews	30	85	55	179	53	232
Custodial							
	Applicants	128	1606	968	2775	381	3156
	Interviews	0	4	1	5	0	5
	Offers	0	4	1	5	0	5
	No Interviews	128	1602	967	2770	381	3151
Custodial - Supervisory							
	Applicants	12	117	101	246	53	299
	Interviews	0	1	0	2	1	3
	Offers	0	1	0	2	1	3
	No Interviews	12	116	101	244	52	296
Facilities - Managerial							
	Applicants	0	1	8	10	17	27
	Interviews	0	0	0	0	1	1
	Offers	0	0	0	0	1	1
	No Interviews	0	1	8	10	16	26
Faculty - Professorial							

Appendix G-1 Recruiting Activity Table By Job Group and Ethnicity

JOB GROUP	ACTIVITY CATEGORY	Minority Status				Not Minority	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority		
	Applicants	45	8	7	61	35	96
	Interviews	1	0	0	1	0	1
	Offers	1	0	0	1	0	1
	No Interviews	44	8	7	60	35	95
Info Tech - Managerial							
	Applicants	18	7	18	44	39	83
	Interviews	0	1	0	1	0	1
	Offers	0	1	0	1	0	1
	No Interviews	18	6	18	43	39	82
Info Tech - Professional							
	Applicants	150	122	131	421	144	565
	Interviews	2	2	0	4	0	4
	Offers	2	2	0	4	0	4
	No Interviews	148	120	131	417	144	561
Skilled Trades							
	Applicants	7	26	51	91	55	146
	Interviews	0	0	0	0	3	3
	Offers	0	0	0	0	3	3
	No Interviews	7	26	51	91	52	143
Skilled Trades - Supervisory							
	Applicants	2	12	25	41	23	64
	Interviews	0	0	0	0	1	1
	Offers	0	0	0	0	1	1
	No Interviews	2	12	25	41	22	63

Appendix G-2 Recruiting Activity Table By Job Group and Gender

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
Admin1 - Executives				
	Applicants	68	75	178
	Interviews	10	4	15
	Offers	2	0	2
	No Interviews	58	71	163
Admin2 - Managers				
	Applicants	634	649	1446
	Interviews	59	37	104
	Offers	12	5	19
	No Interviews	575	612	1342
Admin3 - Administrators				
	Applicants	2944	1350	4697
	Interviews	113	45	169
	Offers	26	5	34
	No Interviews	2831	1305	4530
Admin5- Engineers/Architects				
	Applicants	15	7	25
	Interviews	2	0	2
	Offers	2	0	2
	No Interviews	13	7	23
Broadcast-Media Technicians				
	Applicants	18	82	110
	Interviews	0	2	2
	Offers	0	2	2
	No Interviews	18	80	108
Custodial				
	Applicants	593	2080	3156
	Interviews	2	2	5
	Offers	2	2	5
	No Interviews	591	2078	3151
Custodial - Supervisory				
	Applicants	52	216	299
	Interviews	0	3	3
	Offers	0	3	3
	No Interviews	52	213	296
Facilities - Managerial				
	Applicants	4	18	27
	Interviews	0	0	1
	Offers	0	0	1

Appendix G-2 Recruiting Activity Table By Job Group and Gender

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
	No Interviews	4	18	26
Faculty - Professorial				
	Applicants	24	47	96
	Interviews	0	1	1
	Offers	0	1	1
	No Interviews	24	46	95
Info Tech - Managerial				
	Applicants	6	68	83
	Interviews	0	1	1
	Offers	0	1	1
	No Interviews	6	67	82
Info Tech - Professional				
	Applicants	87	411	565
	Interviews	3	1	4
	Offers	3	1	4
	No Interviews	84	410	561
Skilled Trades				
	Applicants	4	112	146
	Interviews	0	2	3
	Offers	0	2	3
	No Interviews	4	110	143
Skilled Trades - Supervisory				
	Applicants	0	54	64
	Interviews	0	0	1
	Offers	0	0	1
	No Interviews	0	54	63

This is a review of utilization of Individuals with Disabilities. Only those groups with five or more employees are included here.

Currently, the government has recommended 7.0% as a benchmark for utilization of Individuals with Disabilities for each job group but does not require calculation of underutilization or placement goals.

Category: Executive/Administrative/Managerial

	Staff	IWD	Rate
Administration 1 (Executives)	30	1	3.3%

	Staff	IWD	Rate
Administration 2	149	2	1.3%

Category: Professional Faculty

	Staff	IWD	Rate
Faculty-Professorial	450	3	0.7%

Category: Professional Non-Faculty

	Staff	IWD	Rate
Administration 3	171	4	2.3%

Category: Administrative Support Workers

	Staff	IWD	Rate
Administrative Assistant	24	1	4.2%

	Staff	IWD	Rate
Office Assistant	65	2	3.1%

This Appendix contains a summary of recruiting and hiring activity related to Veterans and Individuals with Disabilities. The recommended federal benchmark for Veterans is 6.7% in 2017. There is no recommended benchmark for 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	154	56	
B. Total number of job openings	76	150	
C. Total number of jobs filled	69	139	
D. Total number of applicants for all jobs	11,125	11,447	
E. Number of Veteran applicants hired	0	0	
F. Total number of applicants hired	77	139	
Hiring Rate (E divided by F)	0% (0/77) x 100	0% (0/139) x 100	
Was Benchmark Met? (Yes/No)	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	392	352	
B. Total number of job openings	76	150	
C. Total number of jobs filled	69	139	
D. Total number of applicants for all jobs	11,125	11,447	
E. Number of Individuals with Disabilities hired	1	0	
F. Total number of applicants hired	77	139	
Hiring Rate (E Divided by F)	1.29% (1/77) x 100	0 (0/139) x 100	