

**Baruch College  
AFFIRMATIVE ACTION PLAN (AAP)  
FOR ITALIAN AMERICANS**

**September 1, 2017– August 31, 2018**

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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) for Italian Americans, designated a protected class by CUNY's Chancellor in 1976, and for which a separate Affirmative Action Plan is prepared each year.

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 25<sup>th</sup> 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.

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

- 1) Defining conduct that constitutes prohibited sexual harassment, gender-based harassment and sexual violence;
- 2) Providing clear guidelines for students, employees and visitors on how to report incidents of sexual harassment, gender-based harassment and sexual violence and a commitment that any complaints will be handled respectfully;
- 3) Promptly responding to and investigating allegations of sexual harassment, gender-based harassment and sexual violence, pursuing disciplinary action when appropriate, referring the incident to local law enforcement when appropriate, and taking action to investigate and address

any allegations of retaliation;

4) Providing ongoing assistance and support to students and employees who make allegations of sexual harassment, gender-based harassment and sexual violence;

5) Providing awareness and prevention information on sexual harassment, gender-based harassment and sexual violence, including widely disseminating this policy, and implementing training and educational programs on sexual harassment, gender-based harassment and sexual violence to college constituencies; and

6) Gathering and analyzing information and data that will be reviewed in order to improve safety, reporting, responsiveness and the resolution of incidents.

#### **D. COLLEGE POLICY**

It is the policy of the College to recruit, employ, retain, promote, and provide benefits to employees and to admit and provide services for students without regard to race, color, national or ethnic origin, religion, age, sex, sexual orientation, gender identity, marital status, disability, genetic predisposition or carrier status, alienage, citizenship, military or veteran status, unemployment status or status as victim of domestic violence. Our policy is reaffirmed by the 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. 22<sup>nd</sup> Street, Rm. 204. She can be reached at [Mona.Jha@baruch.cuny.edu](mailto: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
- 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.

- Dr. Mitchel B. Wallerstein, President
- Dr. David Christy, Provost and Senior Vice President for Academic Affairs
- Dr. David Birdsell, Dean, School of Austin W. Marxe 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 in 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, 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](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.

For the Italian American Plan only, individuals identifying as Italian American are included as a separate category. The Federal determination is applied first. Individuals who identify as both White and Italian American are removed from the White category and analyzed in the Italian American category. We calculate “Total Minority” as it is under the Federal Plan. To permit comparisons, Total Minority does not include Italian American.

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	Italian Americans
Executive/Administrative/Managerial	Administration 1 (Executives)	30	16	8	2
	Administration 2 (Managers)	149	100	64	12
	Facility Manager	2	0	1	0
	IT Computer Manager	2	0	1	0
	Security Manager	1	0	1	0
Professional - Faculty	Faculty-Developmental				
	Faculty-Instructor	1	0	1	0
	Faculty-K-12				
	Faculty-Lecturer	60	25	15	4
	Faculty-Professorial	450	178	135	20
Professional – Non-Faculty	Accountant	5	4	5	0
	Administration 3 (General Admin)	171	120	112	3
	Administration 5 (Engineers/Architects)	4	2	1	1
	Disability Accommodation Specialist				
	IT Computer Professional	24	5	20	0
	Nurse				
Administrative Support Workers	Accountant Assistant	8	5	6	0
	Administrative Assistant	24	21	17	1
	Office Assistant	65	57	46	4
	Mail Services Worker	3	1	3	0
Craft Workers and Related	Basic Crafts-Buildings and Grounds	8	0	5	1
	Laborers and Helpers	3	0	1	1
	Skilled Trades	25	0	5	1
	Skilled Trades-Supervisor	3	0	0	0
Technicians	Administration 4	7	3	4	0
	Broadcast/Media	4	0	4	0
	Engineering Technician				
	IT Support Technician	3	3	3	0
	Print Shop				
Service Workers	CPO Level 1	59	15	56	0
	CPO Level 2	7	1	6	0
	CPO Sergeant	12	2	11	0
	Custodial	86	27	83	0
	Custodial Supervisor	13	2	13	0

**Table 2**  
**Changes in Job Group Structure, 2016-2017**

Title	Change
Senior Registrar, Registrar, Architectural Intern, Engineering	Removed titles retired from CUNY system or marked

Title	Change
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	"incumbent only" with no remaining incumbents
CUNY START Instructor CUNY CLIP Instructor	Added as full-time titles in 2017; assigned to a new "Developmental Faculty" job group
Business Data Analyst	Introduced last year, but has seen substantial hiring and may appear in analyses for the first time
Laborer, Maintenance Worker, Electrician Helper, Steamfitter Helper, Plumber Helper	Moved from Skilled Trades to a "Laborers and Helpers" job group consistent with duties and accepted occupational categories
Computer Specialist	Split into separate groups consistent with duties and accepted occupational categories: "IT Computer Professional" and "IT Support Technician"
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

In the Federal Affirmative Action Plan, we assign faculty to academic programs or disciplines to evaluate utilization. For this Plan, however, we report faculty only at the Job Group level, as there is no availability data by discipline/academic program comparable to data available by federally protected group.

The only systemic adjustment made to groups 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-1** details the academic program assignments used for College Laboratory Technicians. As stated above, we do not utilize academic program assignments for faculty in this Plan.

## 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.

For the Italian American Plan only, we calculate Labor Market Availability based on “earned degrees conferred” and the American Community Survey-Italian American (2007–2011).

**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 also calculate underutilization for Italian Americans in this Plan. We calculate this difference in terms of full-time equivalent employees.

Where there is underutilization for females, minorities, or Italian Americans, 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 Discipline/Purpose (Faculty and College Laboratory Technicians).



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

For the Italian American Plan, we make comparisons based on the larger Job Group and not by faculty program/discipline, as availability for Italian Americans is not available at the program/discipline level. For some groups, this means comparisons are made using relatively large cohorts and year-to-year changes may impact some comparisons significantly. This year, Labor Market Availability was adjusted, most notably for Female Professorial (from 54.9% in 2016 to 50.1% in 2017). In other cases, staffing shifts have resulted in some calculations not meeting the threshold of significance, where they had met the threshold in 2016, and vice versa. Also, if there is a Developmental Faculty category listed, it is a new category and there is no comparison with 2016.

For Affirmative Action planning purposes, placement goals and outreach plans for groups other than Italian Americans are based on underutilization calculated at the program/discipline level as described in the Federal plan.

Job Category	UNDERUTILIZATION													
	Total Staff		Female		Total Min		Asian		Black Af-Am		Hisp-Latino		Ital-Amer.	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016

**EEO Category: Professional Faculty**

Job Group: Faculty-Professorial	450	456	47	71					20	23	6	7		5
Job Group: Faculty-Lecturer	60	57	11	13		1					2	1	2	6



## 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. 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.
<b>Left Group</b>	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.
<b>Move Within Job Group</b>	Employee has a title change but has not changed job group.	
	Advanced Within Group	Employee has taken a higher title within the group. This might be a higher level of the same title (e.g., IT Assistant Level 1 to IT Assistant Level 2) or a higher job title (e.g., IT Assistant to IT

Category	Activity	Definition
		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.

## 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 for Italian Americans.

**Table 5**  
**Summary of Campus Programs, 2016-2017**

Program / Effort	Impact/Discussion
CUNY-sponsored training sessions have educated Baruch’s CDO and personnel in office with best	CUNY sponsored trainings have resulted in utilizing more sophisticated techniques in communicating the

Program / Effort	Impact/Discussion
<p>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>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 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>The purpose of the Fund is to assist in the development of educational projects, scholarly research, creative endeavors, and professional activities which promote 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"> <li>1. Engendered a Department, discipline, program, and initiative specific conversation about diversity and Affirmative Actions.</li> <li>2. Because it was specific to each group there was increased interest and participation, and</li> <li>3. The brainstorming produced Department, discipline, program, and initiative specific solutions and recommendations.</li> </ol>
<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</p>

Program / Effort	Impact/Discussion
	conversations.
Streamlined the entire search process based on all of the above.	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.
Staff and faculty search committee training materials were created, updated, and/or changed to supplement the above-stated initiative.	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.
Faculty lines were established to be filled exclusively by Baruch College Adjuncts because many of them are URMs (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.	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.
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."	This event was significant and effective because: <ol style="list-style-type: none"> <li>1. It was presented at President Wallerstein's Annual Diversity Luncheon thus signaling the President's effort for diversity initiatives.</li> <li>2. This presentation "Diversity as a Toolbox for Success: The Evidence." provided scholarly evidence of the institutional benefits of diversity.</li> </ol>
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	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.

Program / Effort	Impact/Discussion
<p>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.</p>	
<p>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.</p>	<p>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:</p> <ol style="list-style-type: none"> <li>1. “Building a New Taxonomy for Diversity in the Academic Department.”</li> <li>2. The formal and informal role of the Chair to include diversity learning goals in the curriculum, and</li> <li>3. “How to build and execute a diversity ‘action plan’ in your department.”</li> </ol>
<p>The Enrollment Management and Student Affairs Divisions staff attended the Annual NASPA (Student Affairs Administrators in Higher Education) conference.</p>	<p>This conference had an “Equity, Inclusion, and Social Justice Component and this provided participants with best practices.</p>
<p>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.</p>	<p>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.</p>
<p>The Marxe 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-Gourai, 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>

Program / Effort	Impact/Discussion
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.	To achieve this the students have proposed 8 specific actions/initiatives, including <ol style="list-style-type: none"> <li>1. Panel(s) on the cultural competency topics offered throughout the academic calendar,</li> <li>2. A Baruch GSA club focused on Equity in the Arts,</li> <li>3. An increase of female professors and professors of color for courses in graduate program</li> </ol>
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.	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.
Baruch College is in the midst of major renovations some of which are specifically for our target constituents. These include: <ol style="list-style-type: none"> <li>1. 17 Lex (temp ramp to entrance on 23<sup>rd</sup> Street)</li> <li>2. 135 East 22<sup>nd</sup> Street – Admin Building (renovation of restrooms on several floors with ADA and/or Universal ADA Single Occupancy)</li> <li>3. VC – BPAC ticket booth and B3 level access to theatre/black box</li> <li>4. 25<sup>th</sup> Street Plaza</li> </ol>	These changes are also geared to help make Baruch College even more accessible and easy to maneuver for individuals with disabilities.
KPMG Phd Project- Baruch continues to participate in the KPMG Phd Project which supports doctoral 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.  The Baruch College Endowment Fund provides additional funding for minority student's education.	With the support of the PhD Project and the Baruch Endowment Fund our minority scholars are able to 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.

**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
In the upcoming Spring semester, Professor Vincent	This course will further promote Italian culture on

Program / Effort	Goals/Expected Impact
<p>Digirolamo will teach Baruch’s first course based on the history of Italian immigrants and Italian Americans (His. 3460. Topics in American History: Italian American History, Literature, and Cinema). The course will focus on themes such as labor, gender, religion, identity, food, language, crime, and politics.</p>	<p>Baruch’s campus.</p>
<p>Refinement and expansion of the Office of Diversity, Compliance, and Equity Initiatives (ODCEI) website.</p>	<p>To provide more relevant links and resources to help faculty, staff, and students.</p>
<p>Baruch’s next Annual Diversity Luncheon promises to provide compelling and persuasive discussion on the importune and diversity.</p>	<p>This will encourage faculty and staff’s enthusiasm for the continuation of diversity initiatives.</p>
<p>ODCEI will continue its various training programs.</p>	<p>To ensure campus-wide edification, compliance, and participation.</p>
<p>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.</p>	<p>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.</p>
<p>ODCEI will continue to work with the Provost and other administration leadership on the Faculty Diversity Initiative.</p>	<p>To continue Baruch’s Diversity goals.</p>
<p>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>	<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"> <li>• 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, and class into the mainstream public administration and management education, rather than relegating it to “special topics” and/or elective classes.</li> <li>• Increasing the Number and Percentage of Under-represented Minority (URM) Faculty in MPA/MPP</li> <li>• Faculties</li> <li>• Preparing Students of Color to Apply to Public Policy &amp; International Affairs Masters/PhD Programs and Financial Aid.</li> </ul>

Program / Effort	Goals/Expected Impact
	<ul style="list-style-type: none"> <li>• Creating a Pipeline for Students of Color to Work in State and Local Government.</li> </ul>
<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"> <li>1. 17 Lex (temp ramp to entrance on 23<sup>rd</sup> Street)</li> <li>2. 135 East 22<sup>nd</sup> Street – Admin Building (renovation of restrooms on several floors with ADA and/or Universal ADA Single Occupancy)</li> <li>3. VC – BPAC ticket booth and B3 level access to theatre/black box</li> <li>4. 25<sup>th</sup> Street Plaza</li> </ol>	<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. APPENDICES**

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**B. RE-AFFIRMATION LETTER**

**C. JOB GROUPS / LABOR MARKET AVAILABILITY FACTORS**

**D. COLLEGE LAB TECHNICIAN CATEGORIES**

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

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City University of New York  
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## BARUCH COLLEGE

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Programming

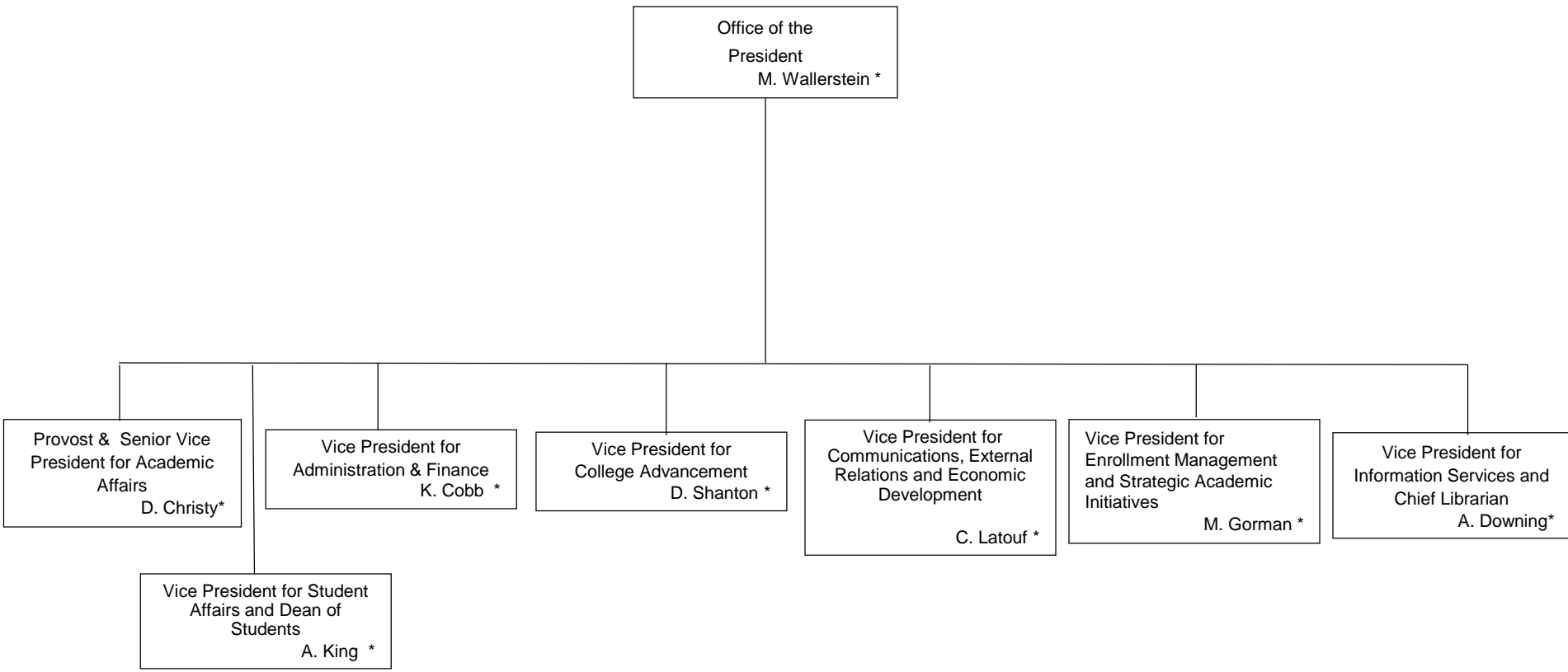
Chart 48: BCTC – Network Operations and Technical Support  
Services

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**BARUCH COLLEGE / THE CITY UNIVERSITY OF NEW YORK**



\*See Separate Charts for Individual Units

**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

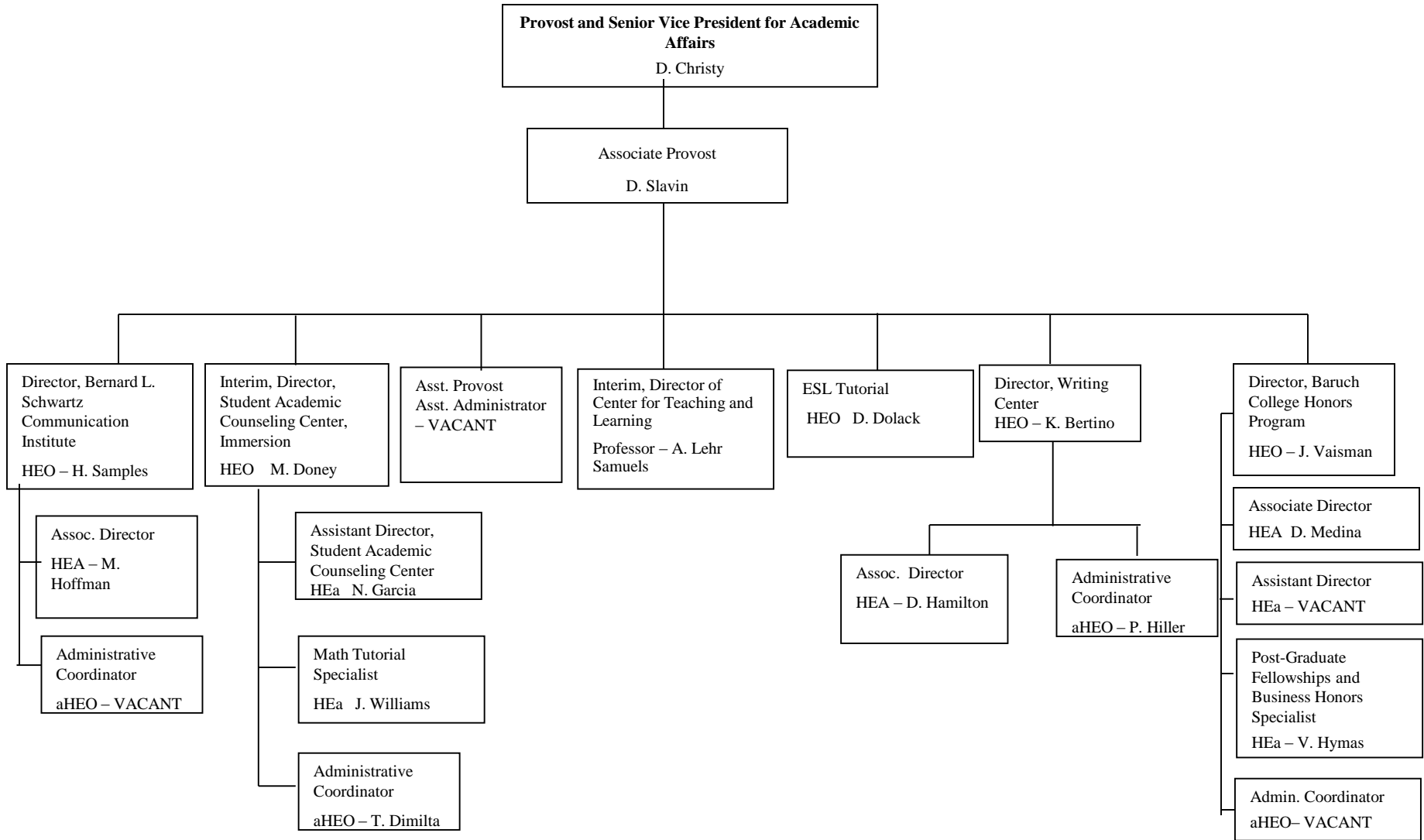
Pre-Award Liaison  
aHEO – J. Kharnak

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

Undergraduate  
Coordinator  
HEa J. Harrington

MPA/NUF  
Advisement  
aHEO Rawlisha  
Lalite

Asst. Director,  
Student Affairs  
HEa M. Samedy

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

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

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

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

Computing Director for  
Demographic Research  
HEO J. Howell

Administrative Director  
of Operations and  
Research  
HEO - M. Marino

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

Graduate  
Programs

Undergraduate  
Programs

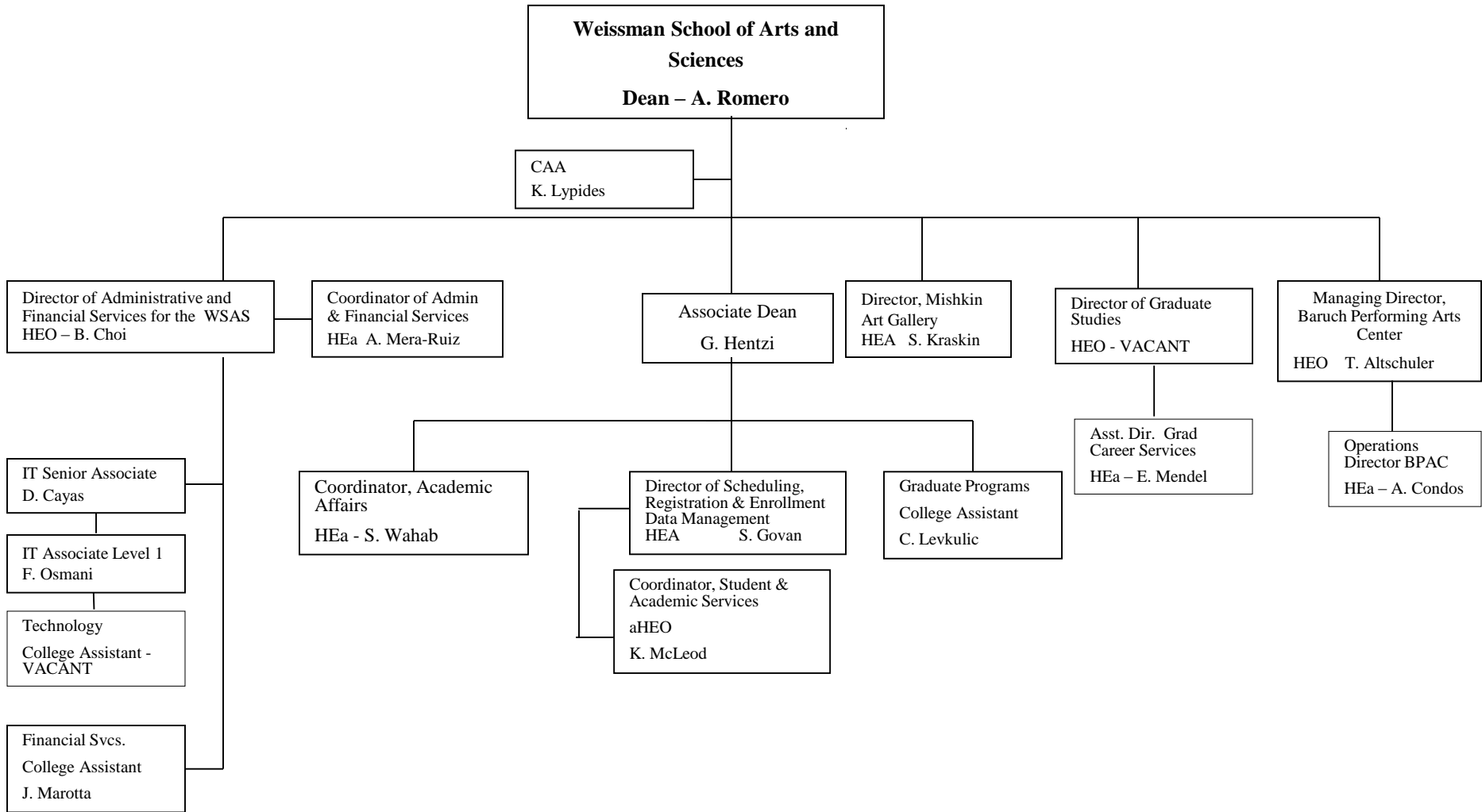
Director of Special  
Programs & Ed.  
Leadership  
Advisement  
HEa - M. Sultana

CA-PT: Vacant  
SBL/SDL  
Advisement

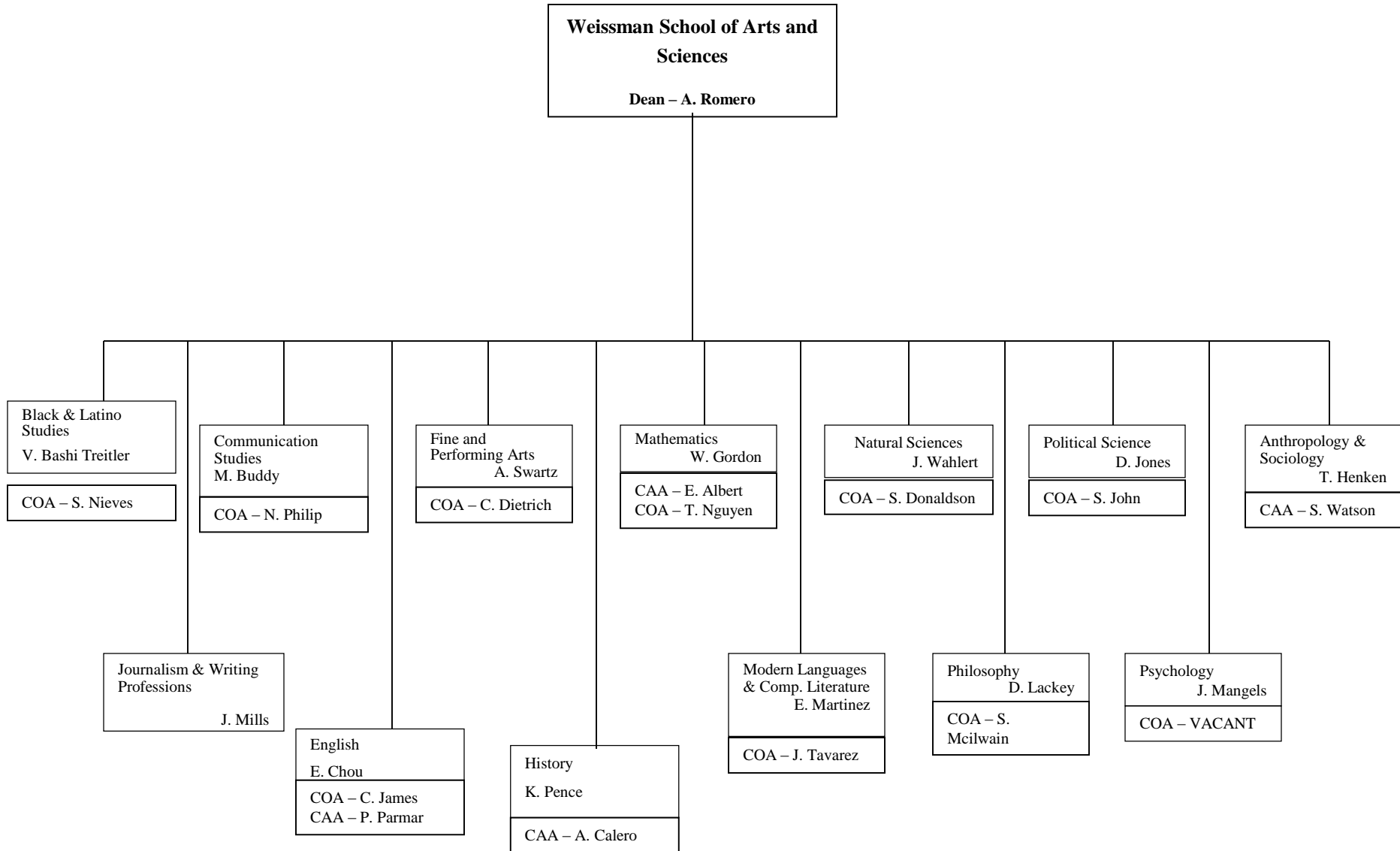
\*Non-tax Levy (Whole or Part)

\*\* IFR Funded Positions

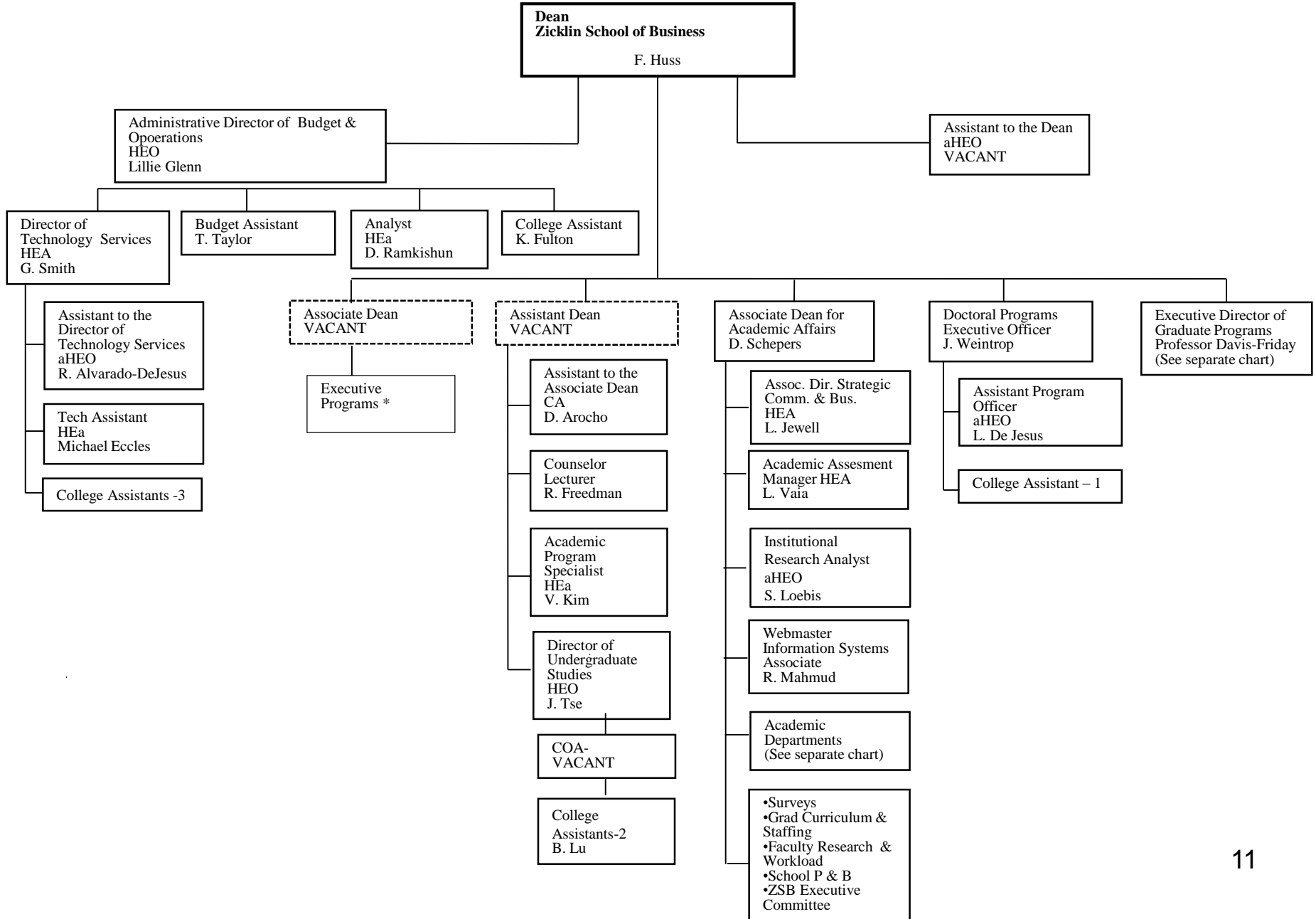
**Dean's Office - Weissman School of Arts and Sciences**



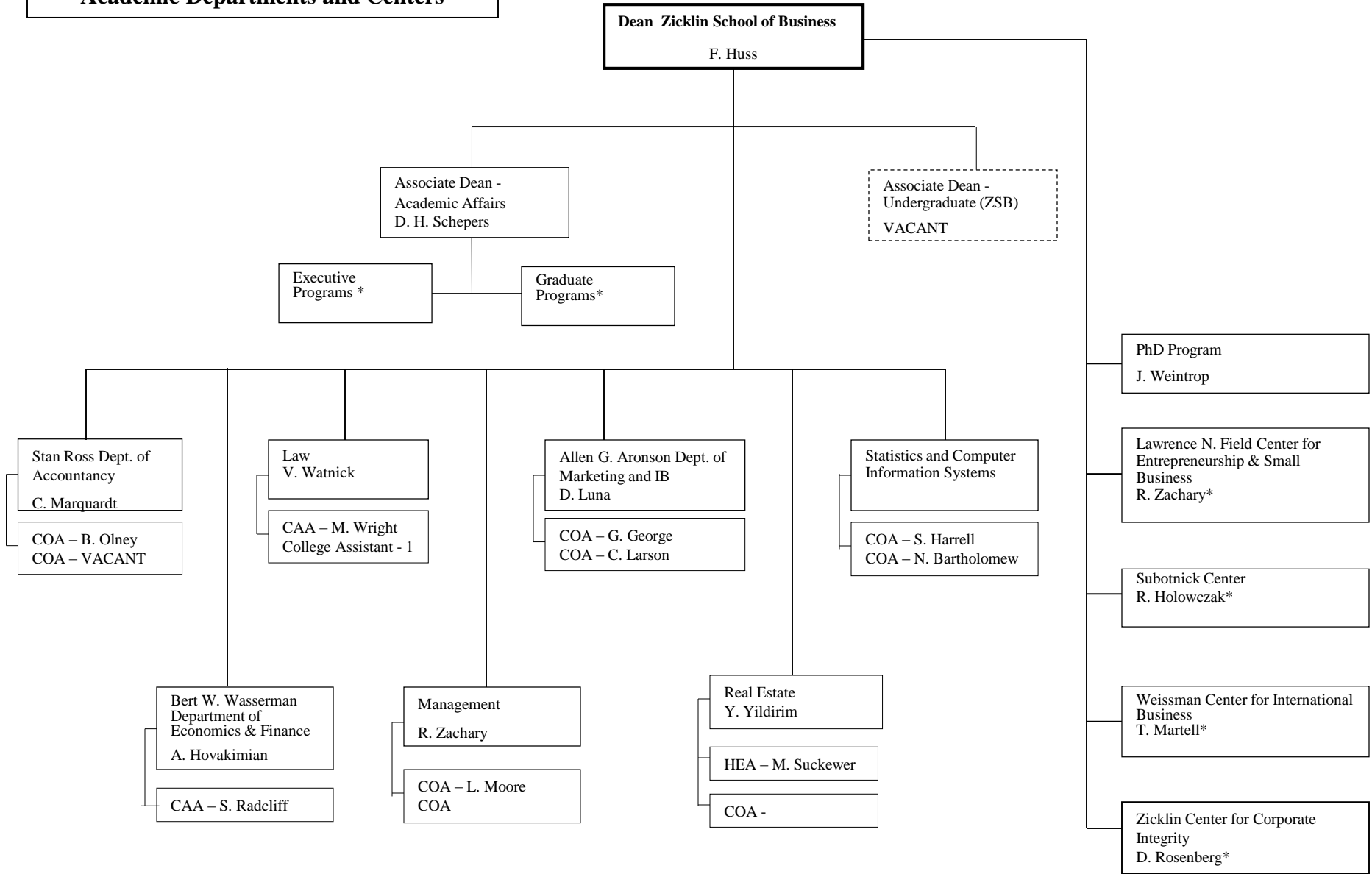
**Dean's Office - Weissman School of Arts and Sciences**



# Dean's Office - Zicklin School of Business

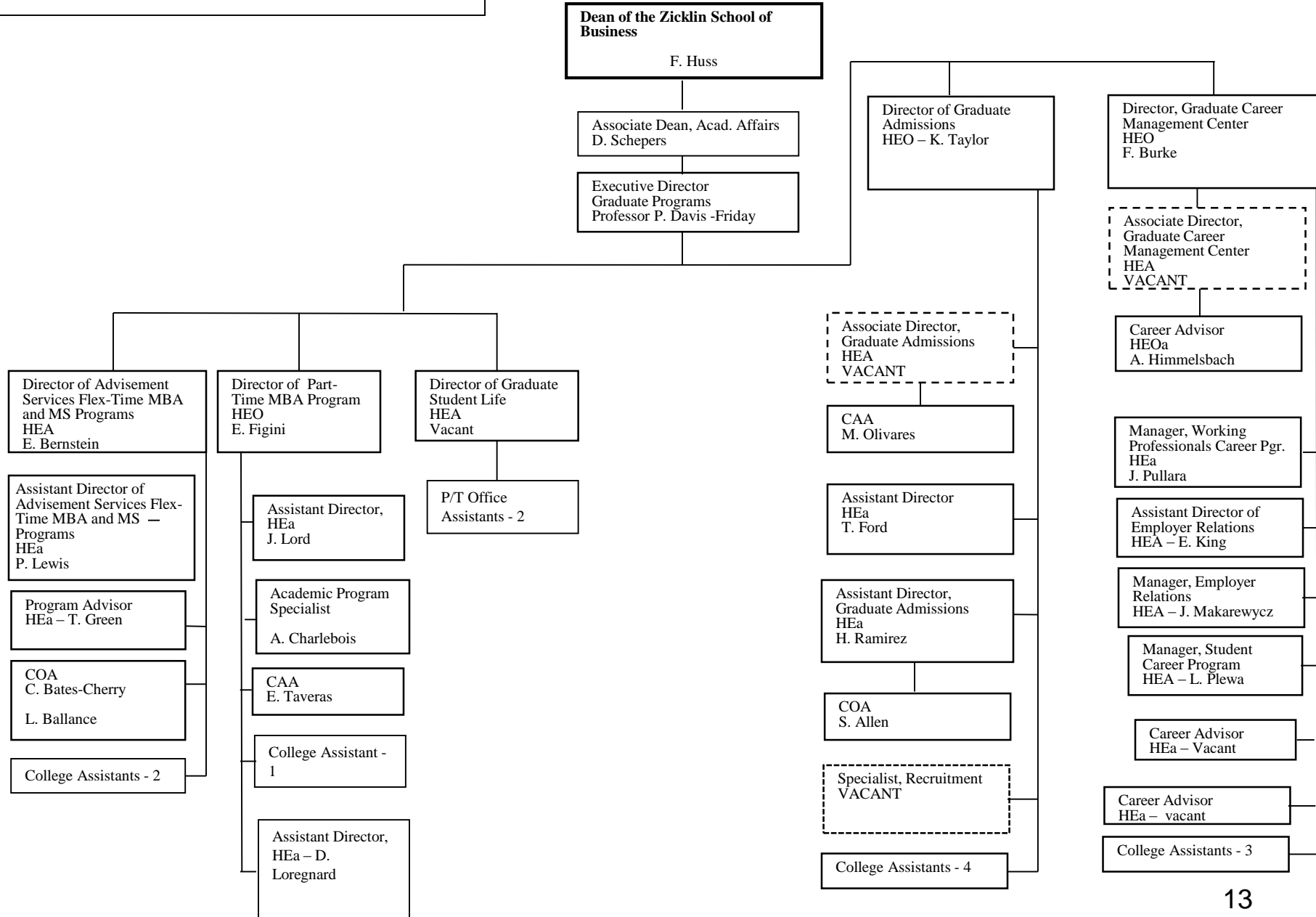


**Dean's Office - Zicklin School of Business  
Academic Departments and Centers**



\*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)

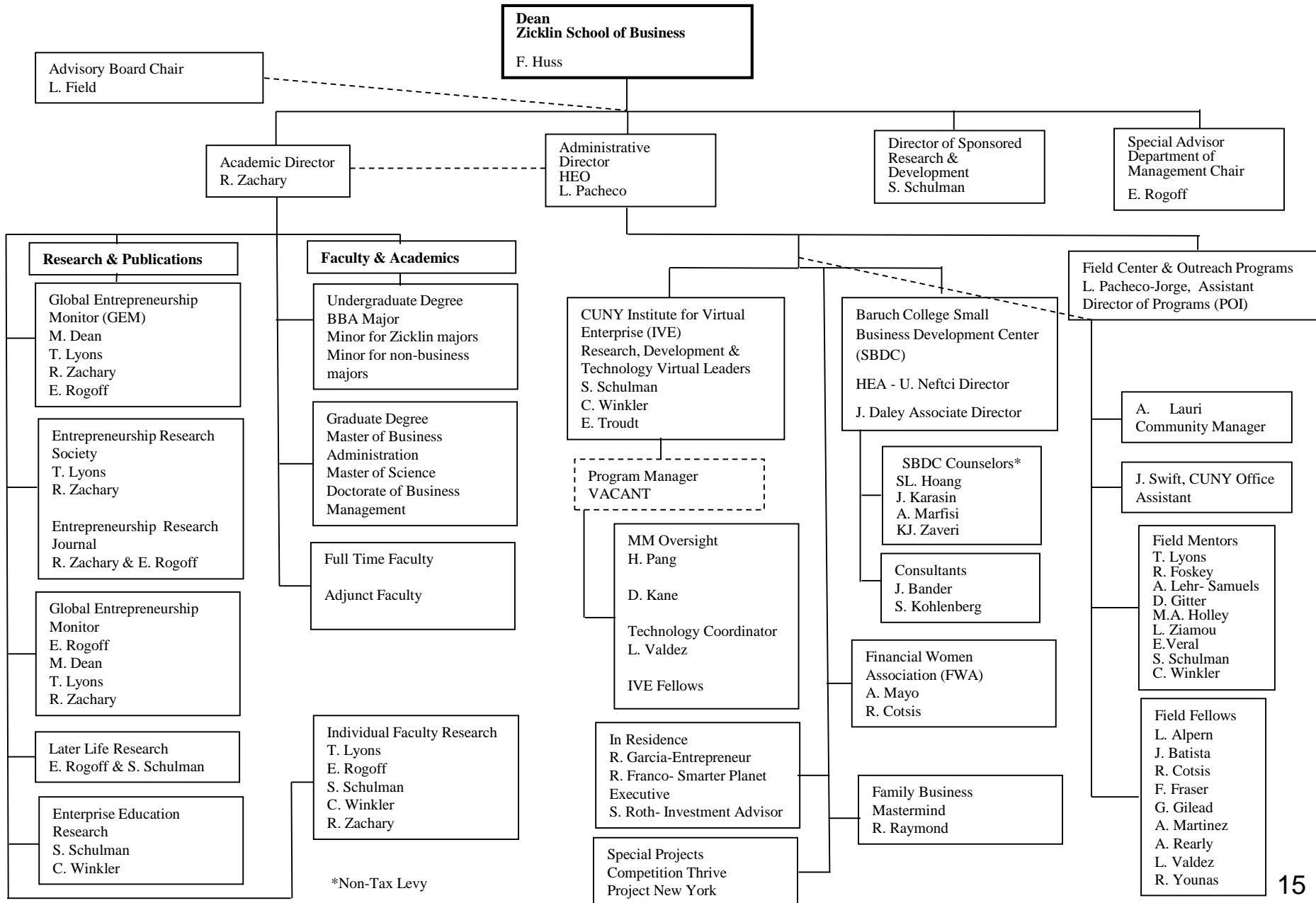
Academic Program Specialist  
HEa - B. Khan

Academic Program Specialist  
HEa - E. Evans

Admissions & Outreach Specialist  
HEa – K. DeVries

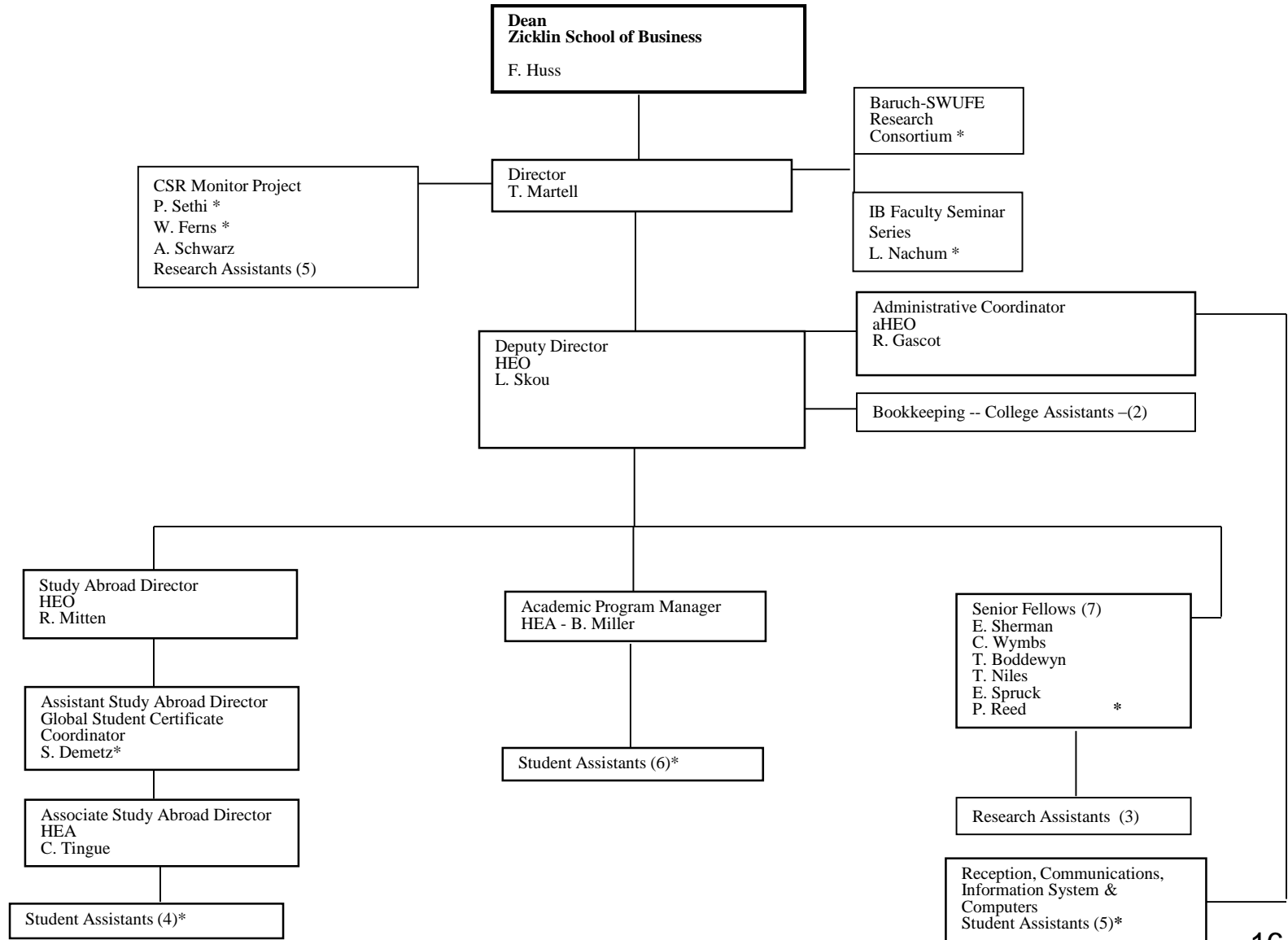
P/T Office Assistants -3

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



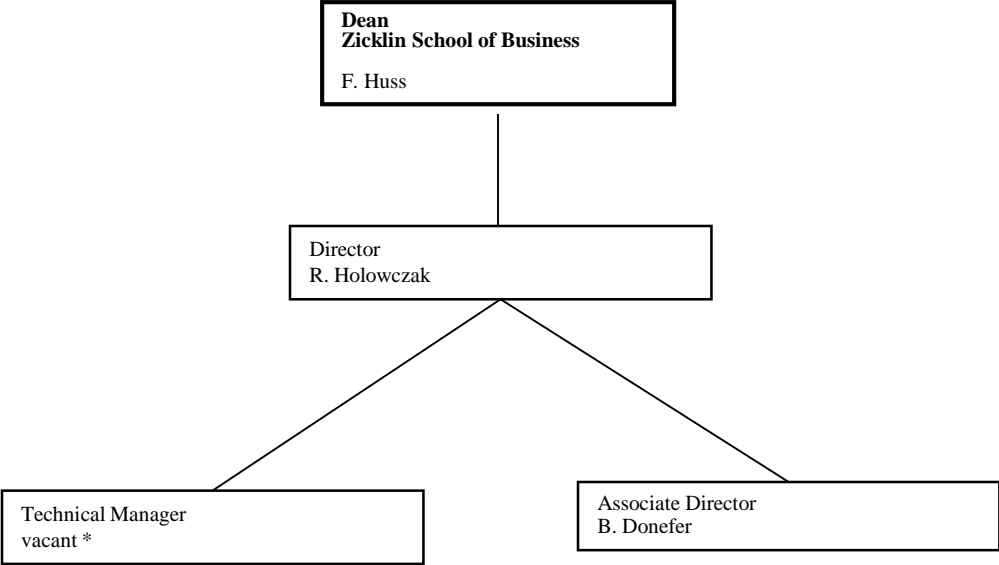
\*Non-Tax Levy

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



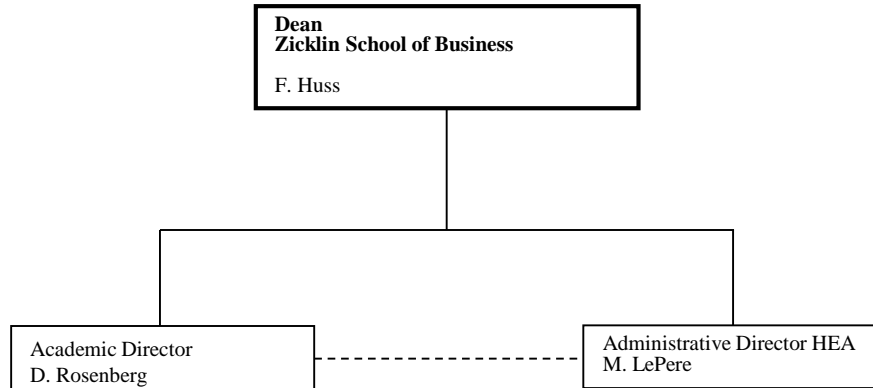
\*Non-Tax Levy

**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

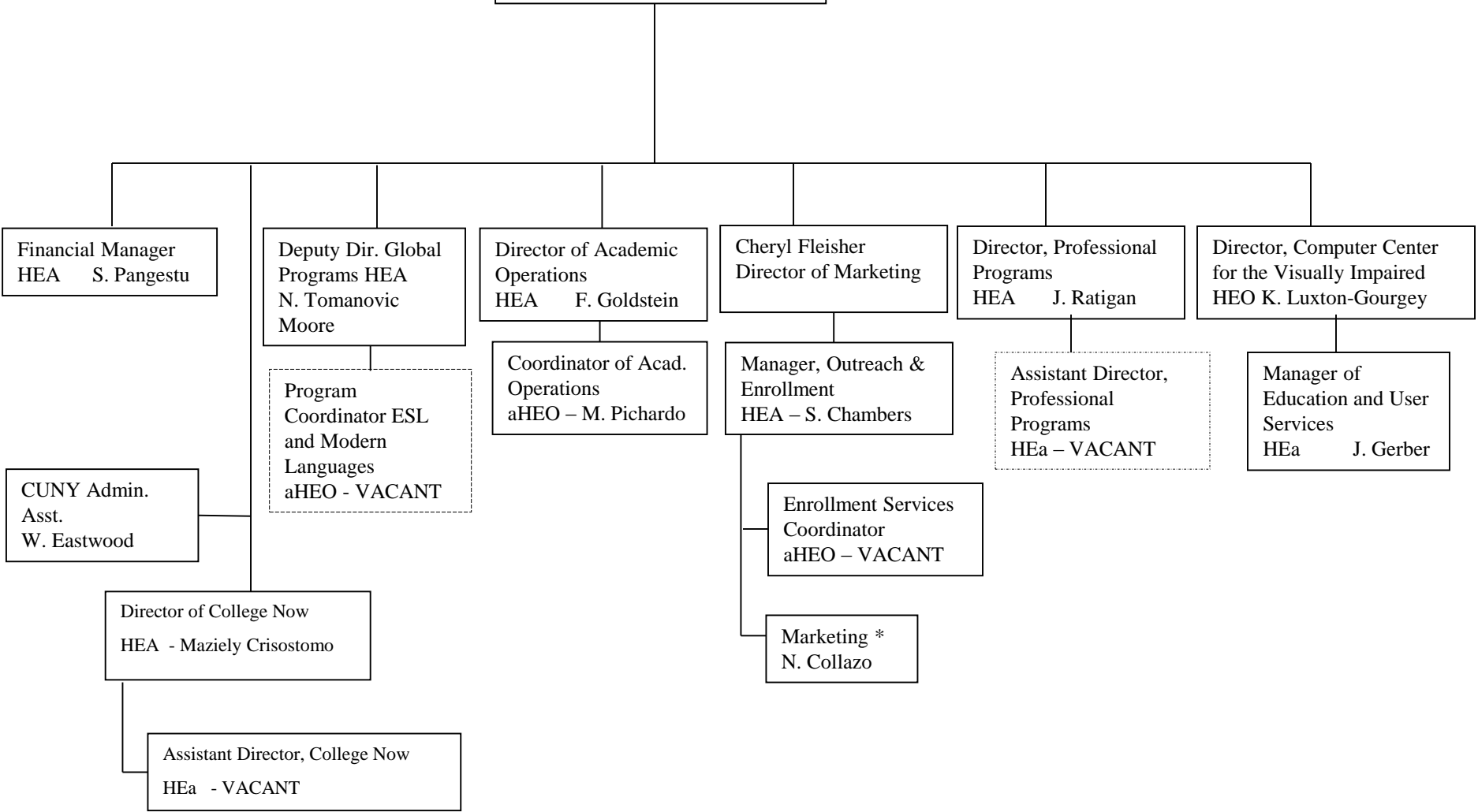
HEA – VACANT

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

Internship Manager  
HEA - M. Kalish

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

Associate Director, STARR  
HEA - C. Tang

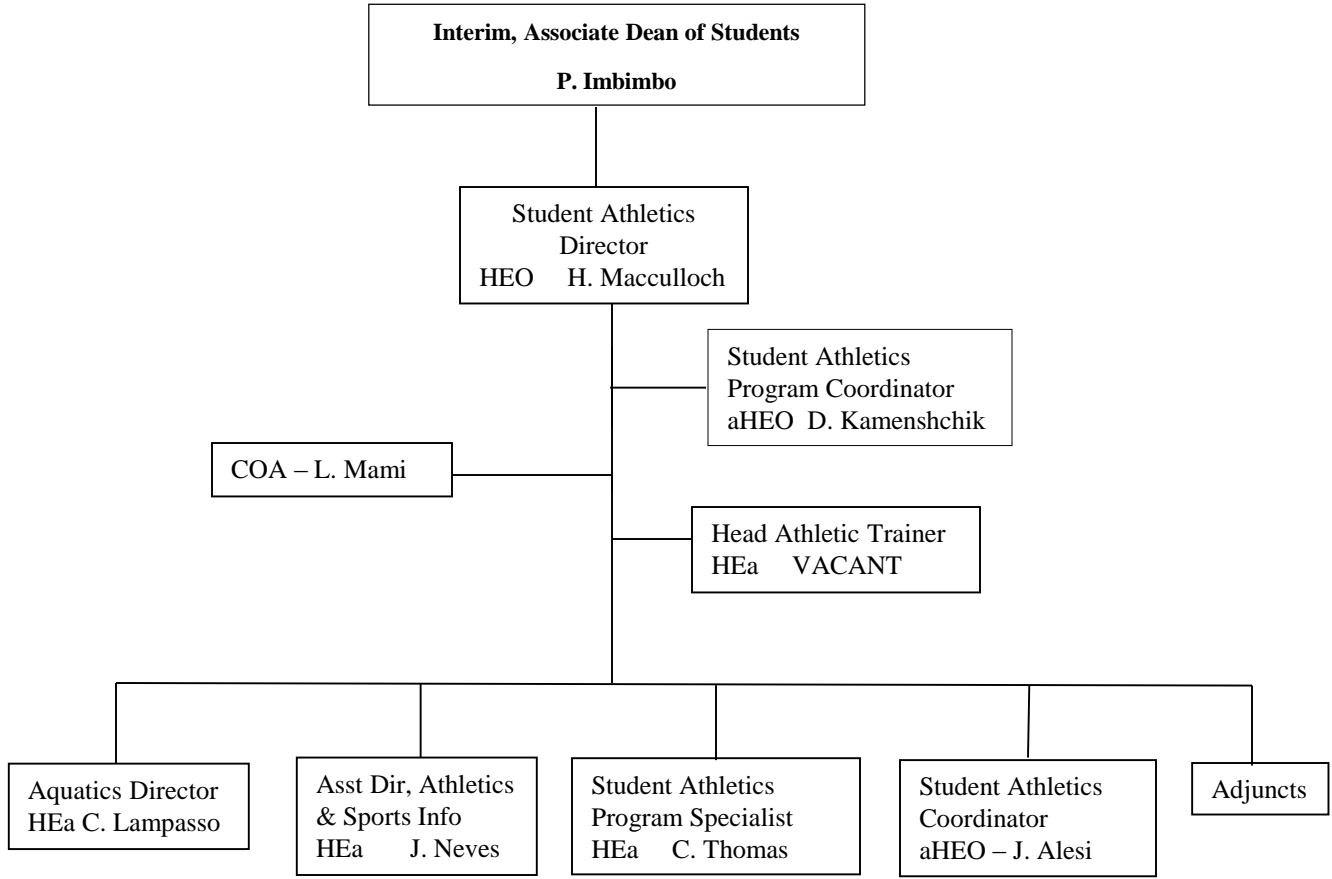
Student Career Advisor  
HEa - VACANT

Assistant Director, Starr Career Development Center  
HEa - Z. John

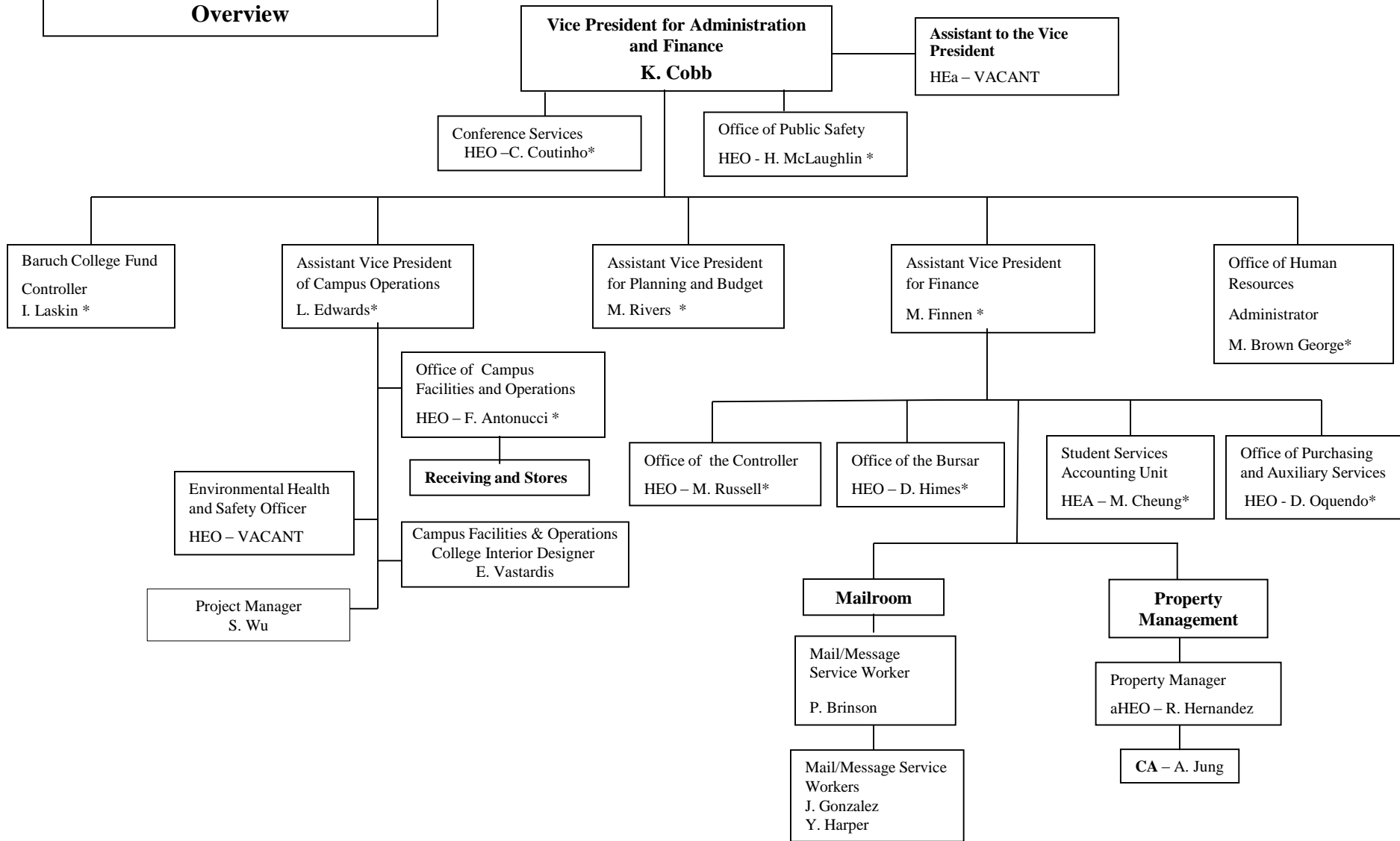
Assistant Director, Starr Career Development Center  
HEa - A. Tucker

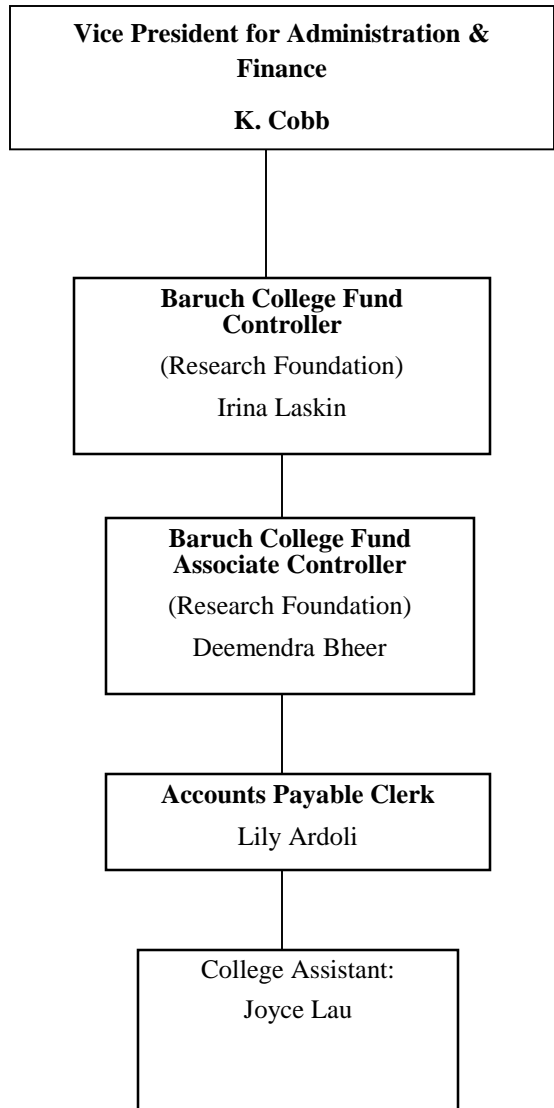
Career Events Specialist  
HEa - VACANT

**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

Director of Campus  
Operations & Administration  
HEO F. Antonucci

Environmental Health  
and Safety Officer  
HEO – VACANT

**Campus Facilities & Operations**  
Coordinator  
aHEO - VACANT

Chief Administrative Superintendent  
of Buildings & Grounds Level 4  
M. Muscella

College Assistant – R. Bird  
COA - R. McGonagle

**Receiving & Stores  
Supervisor**  
M. Lesko

Stock Worker Level 2 – K. Bodie  
Stock Worker Level 1 – E. Flowers

**Campus Facilities & Operations**  
University Architect  
F. Waeldner

Administrative  
Superintendent  
VACANT

Administrative  
Superintendent  
L3  
E. Perez

Trades  
Services\*

Custodial  
Operations \*

\*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**

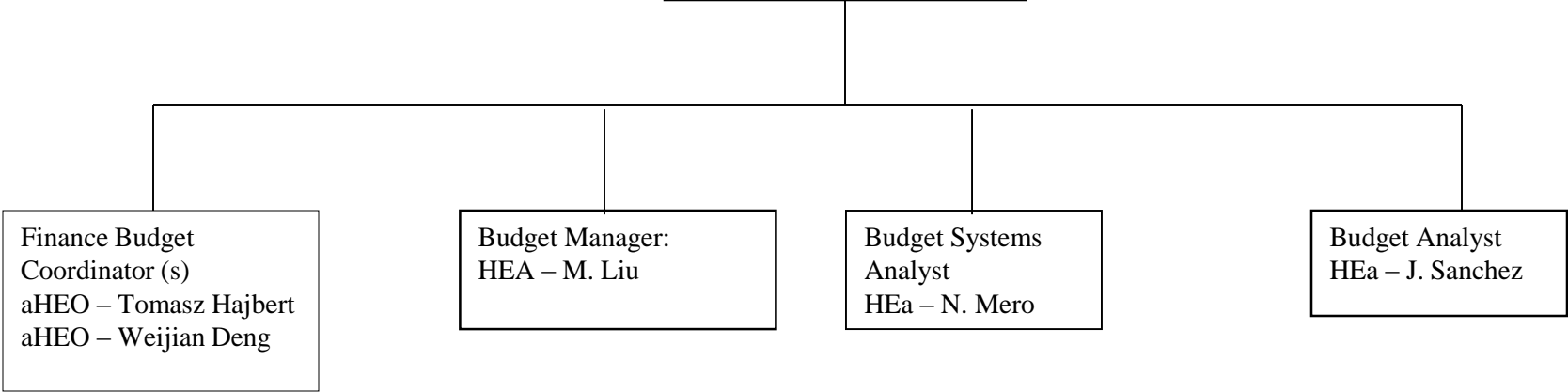
**Assistant Director (HEa)  
K. Choinska**

- 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**



**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\***

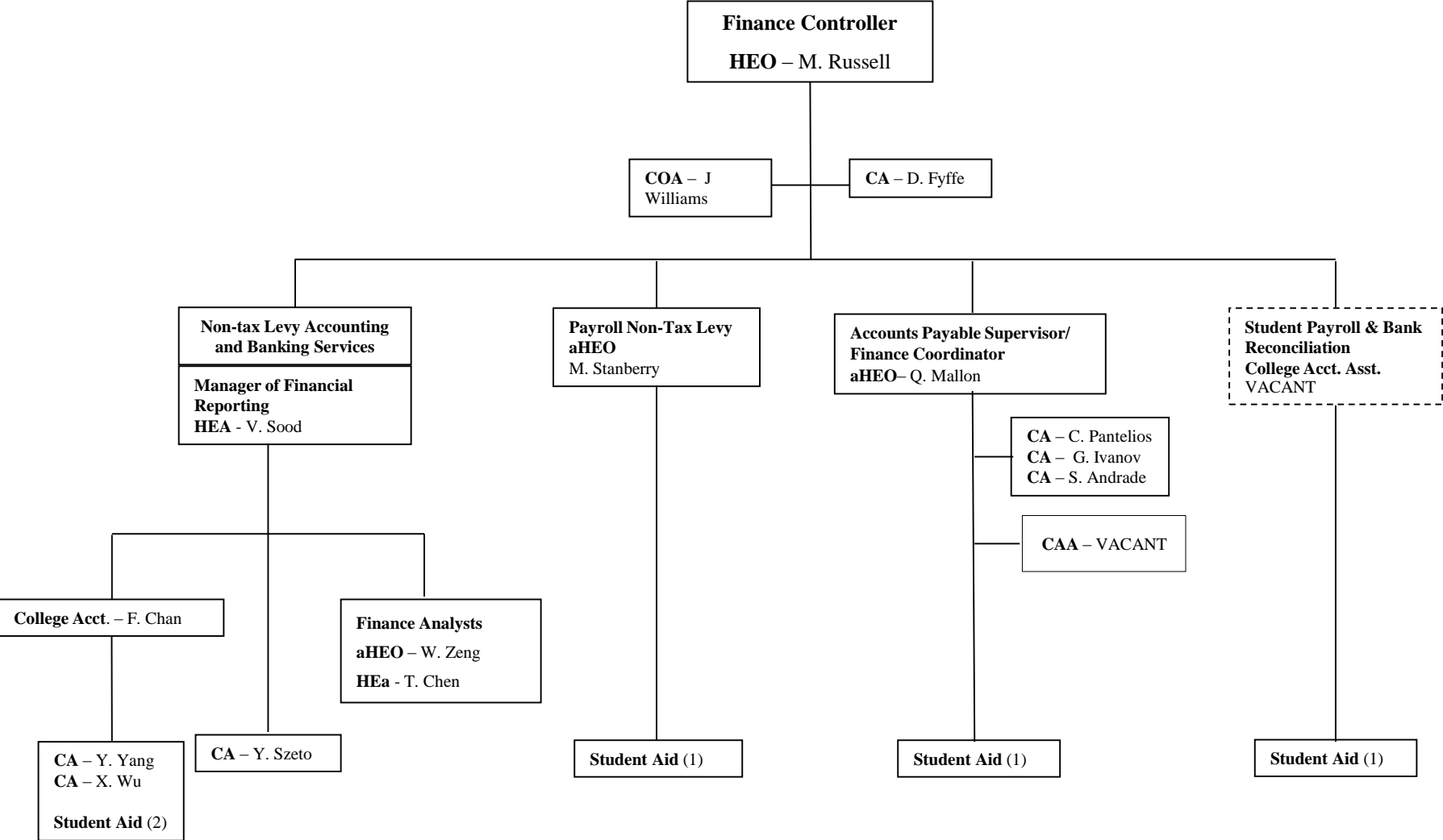
**Property Management\***

**Office of the Bursar\***

**Purchasing and  
Auxiliary Services\***

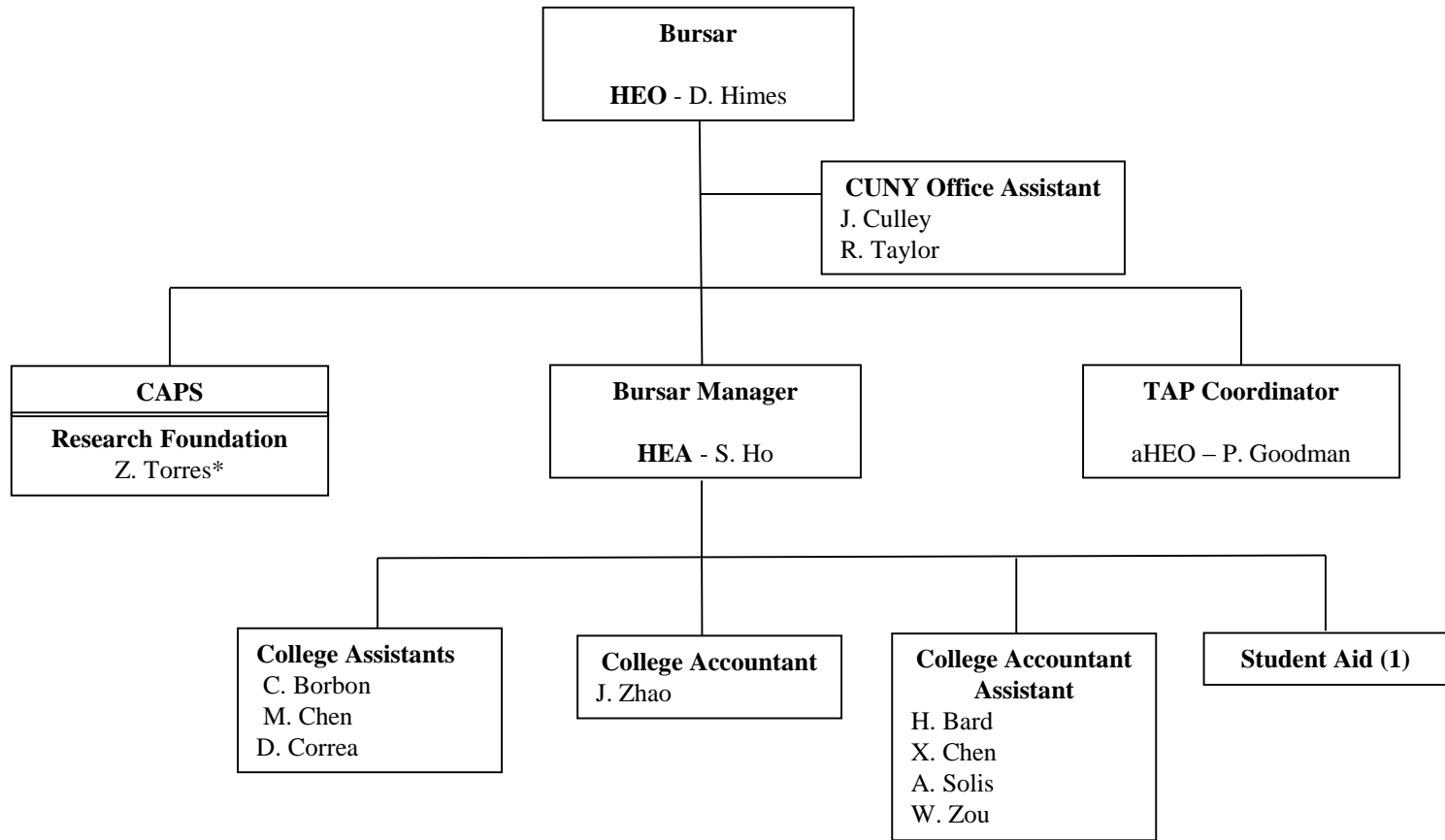
\*See separate charts

**Office of the Controller**



CA= College Assistant which is a part-time position

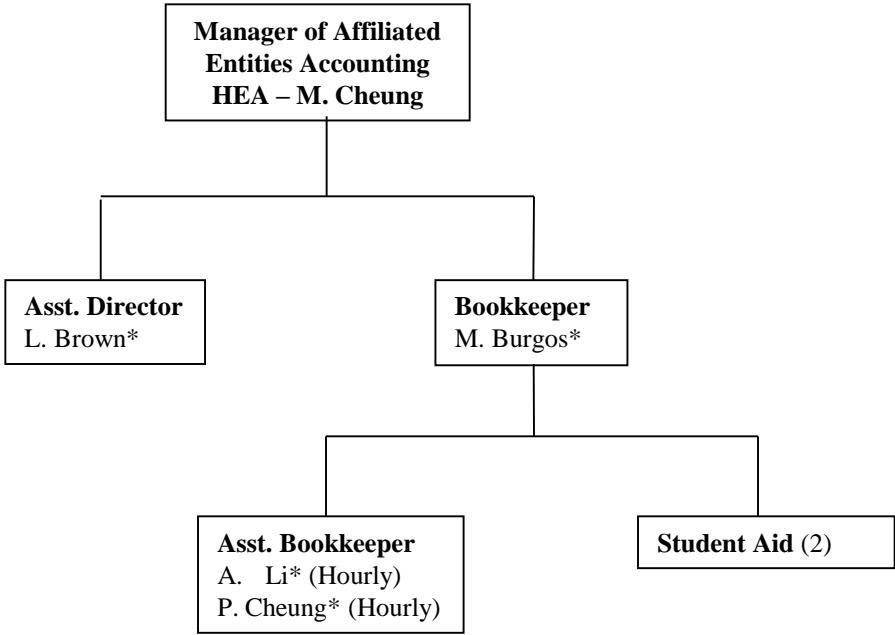
**Office of the Bursar**



CA= College Assistant which is a part-time position

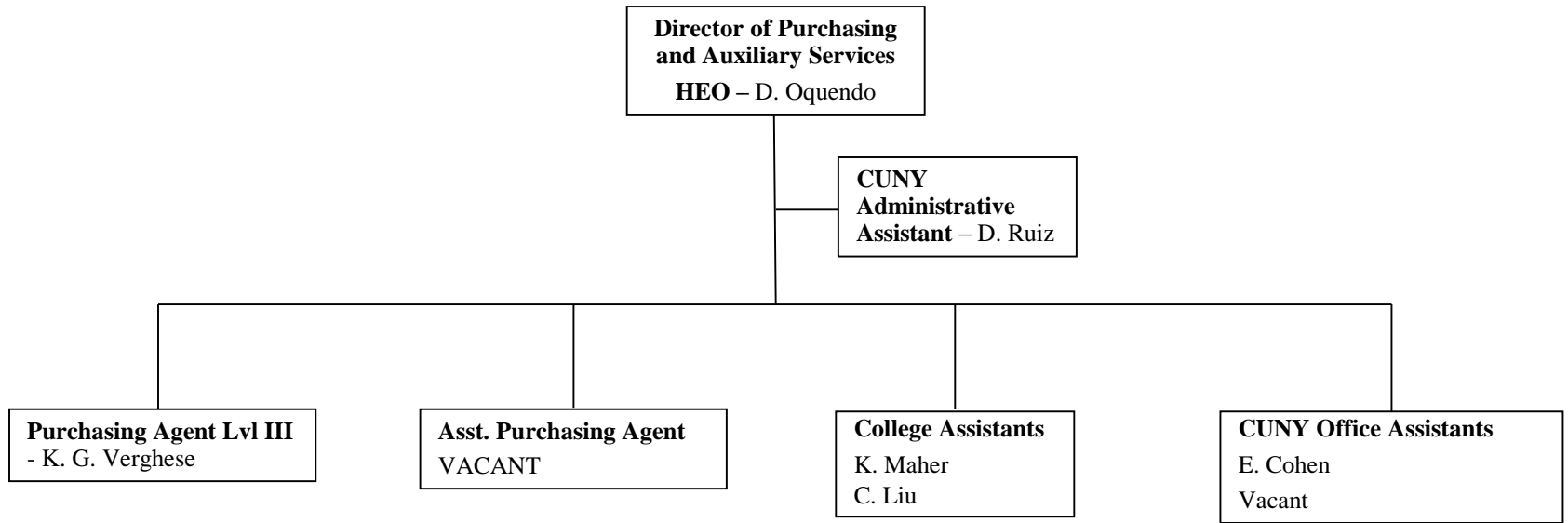
\*Paid through Research Foundation

**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

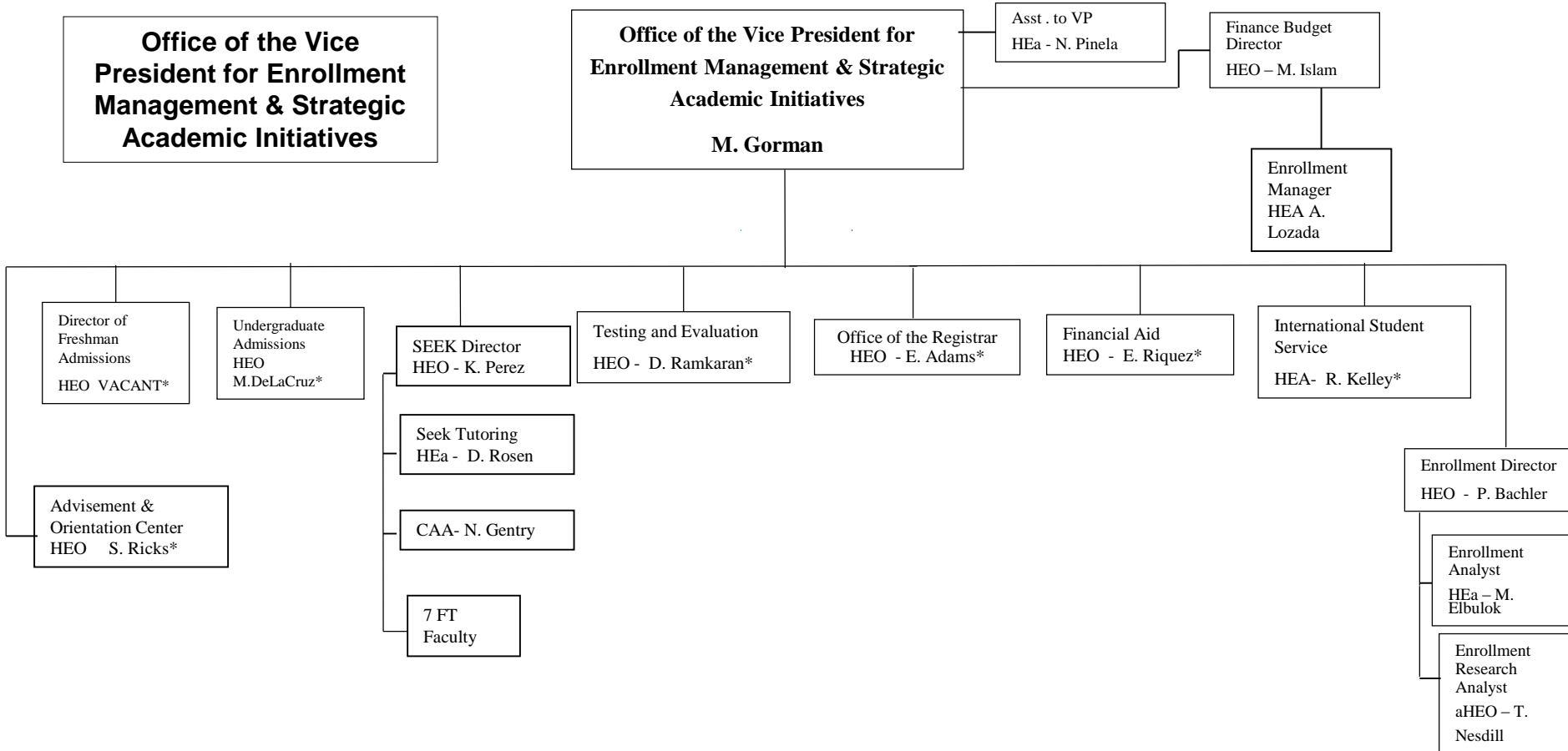
CA - V. Rivera

HR Recruitment  
Coordinator  
aHEO – T. Corbett

CA - C. Lee

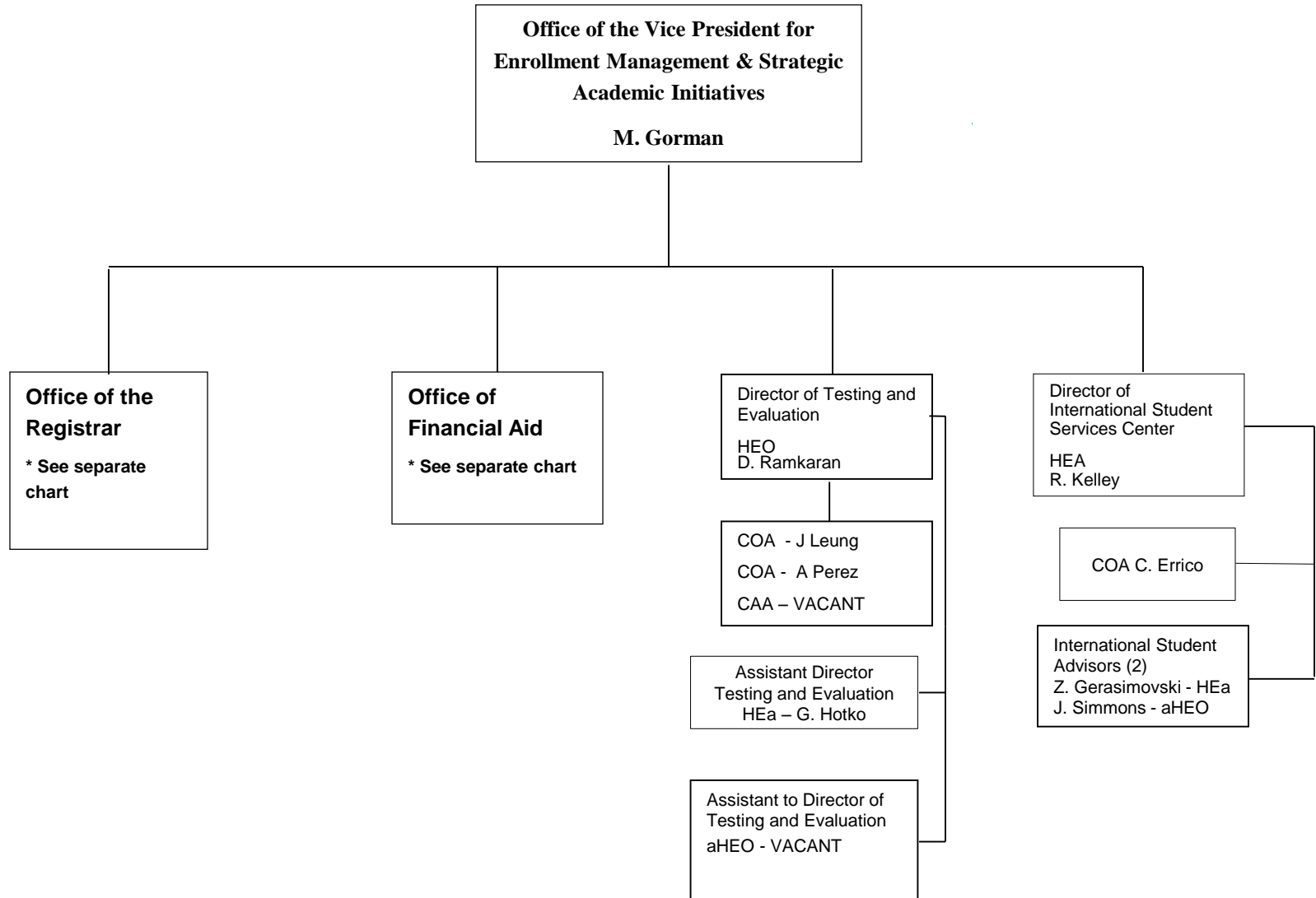
HR System Analyst  
aHEO – P. Reynoso

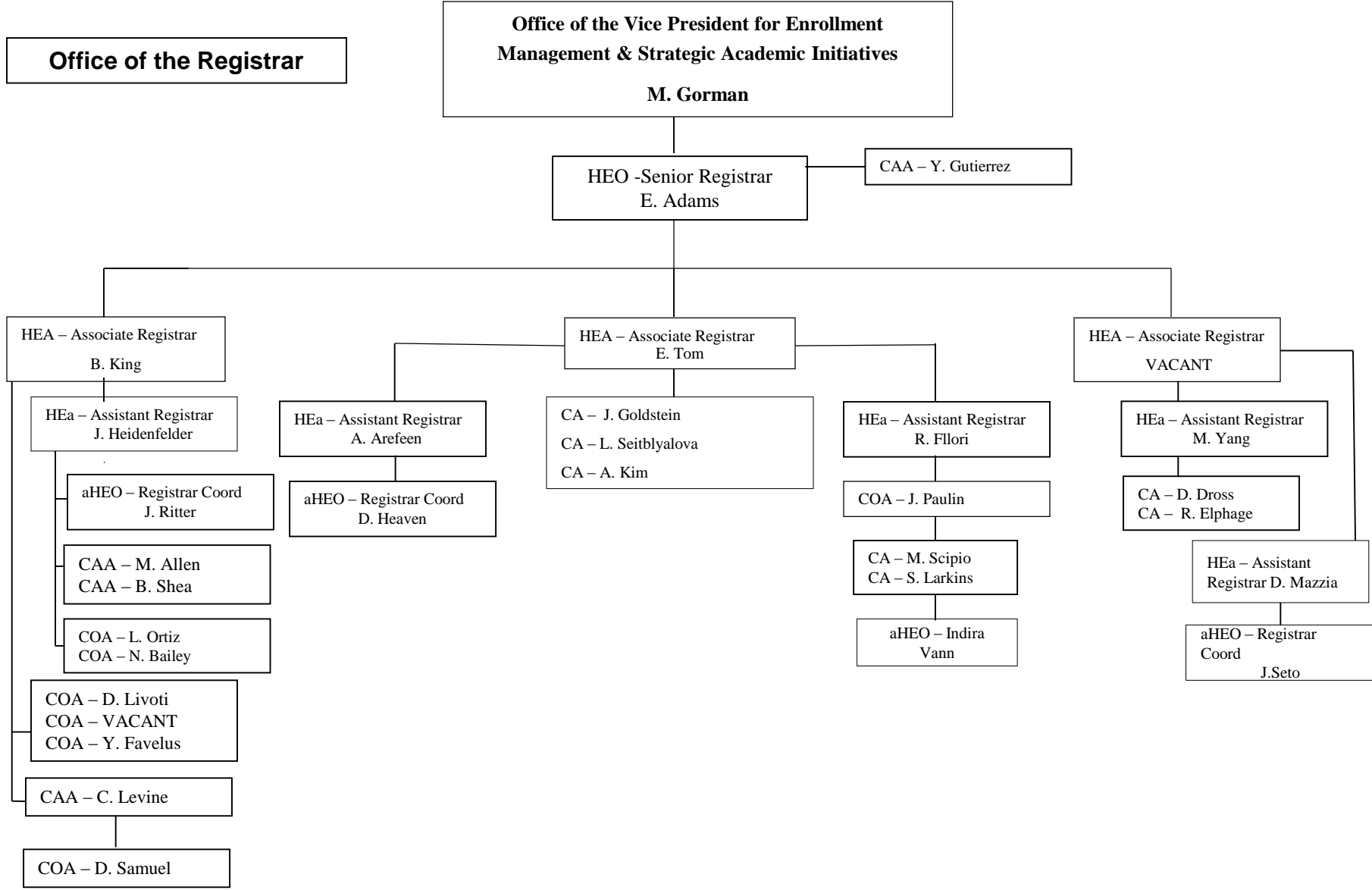
CA - VACANT



\*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

COA - J. McDonnell  
COA - D. Kellier

**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

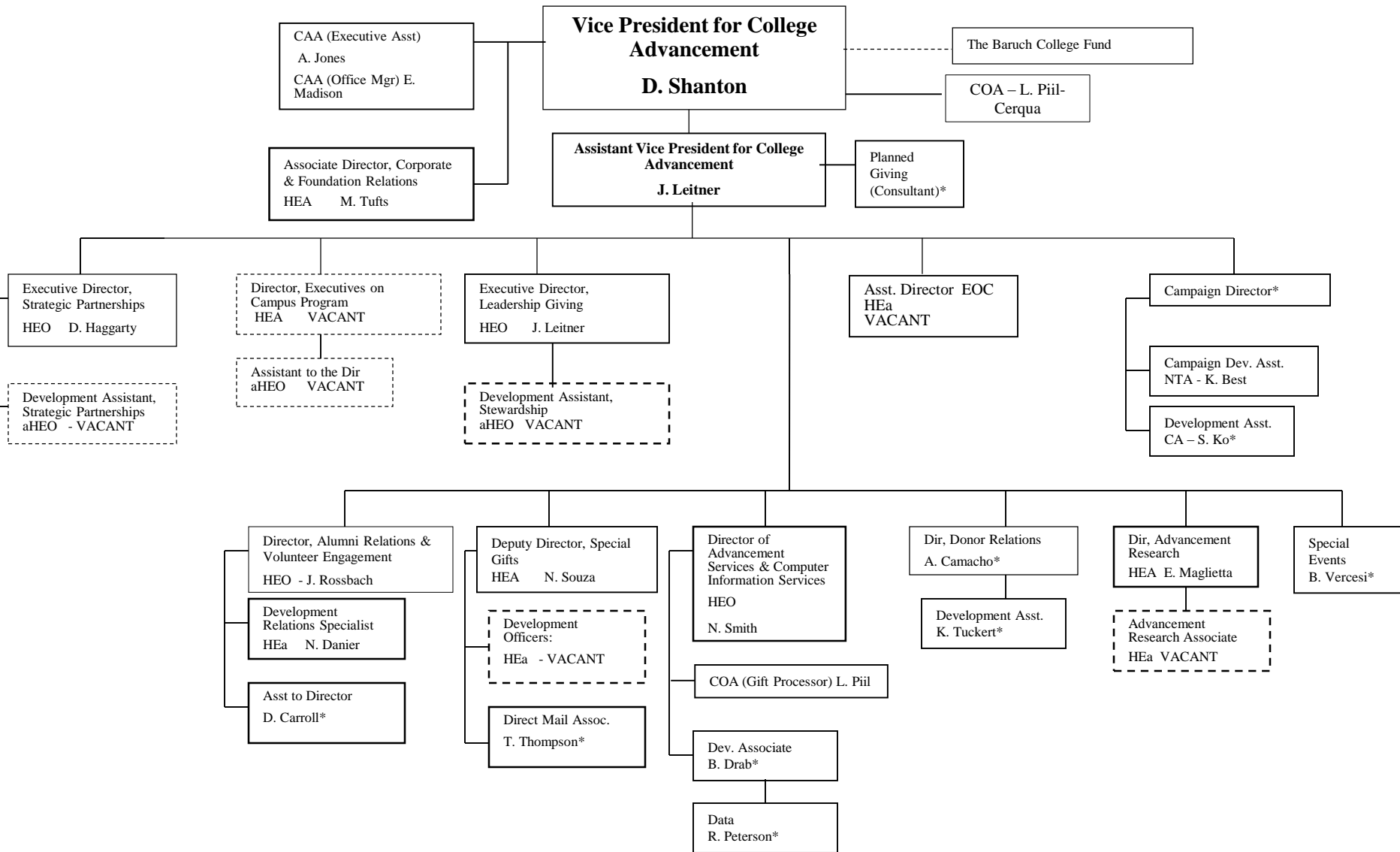
**Senior Academic Advisors (3)**

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

**College Assistants:**

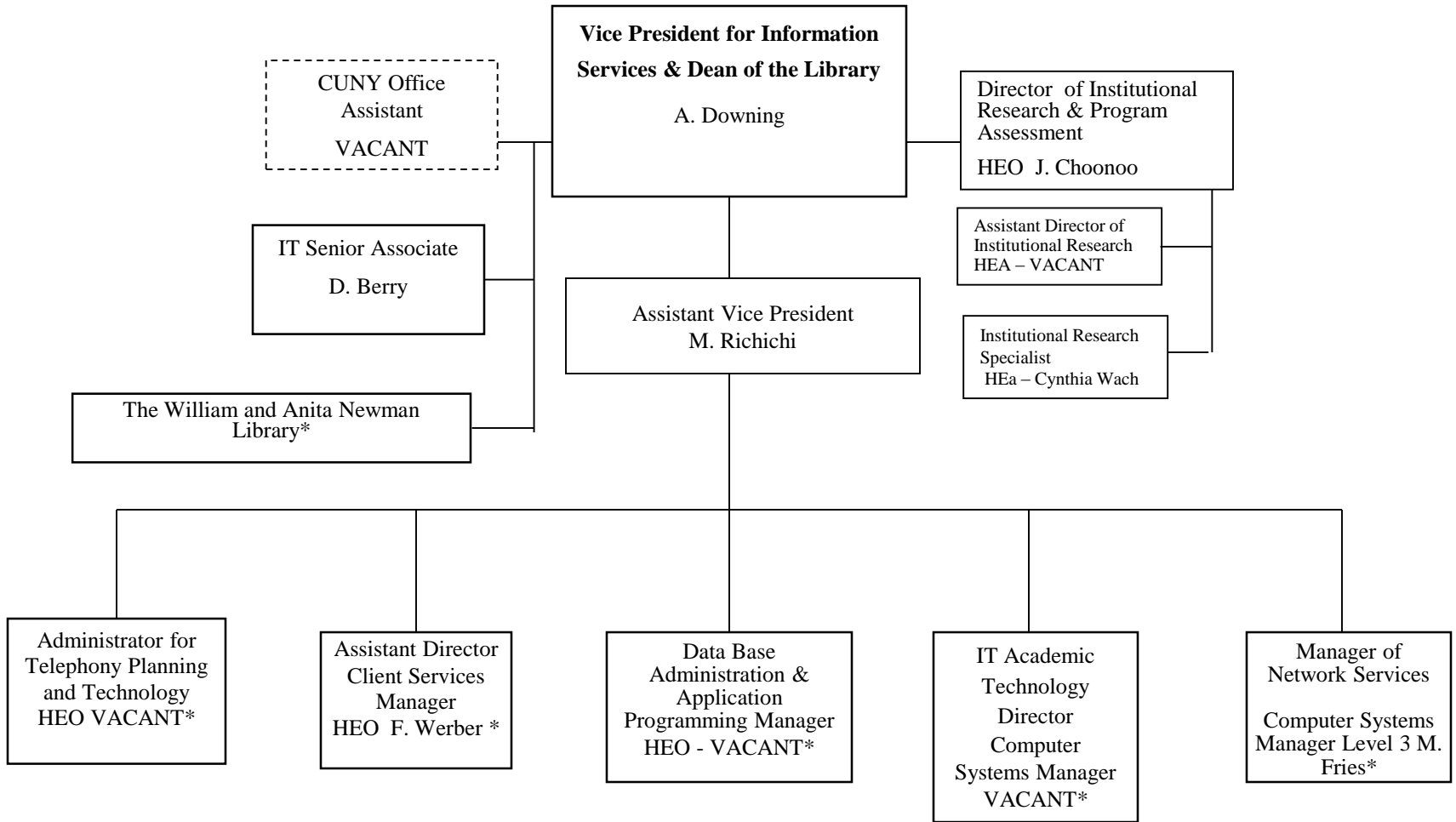
1. Tiffany Richardson
2. Chanee Bridgewater
3. Strawberry Issac

# Office of the Vice President for College Advancement

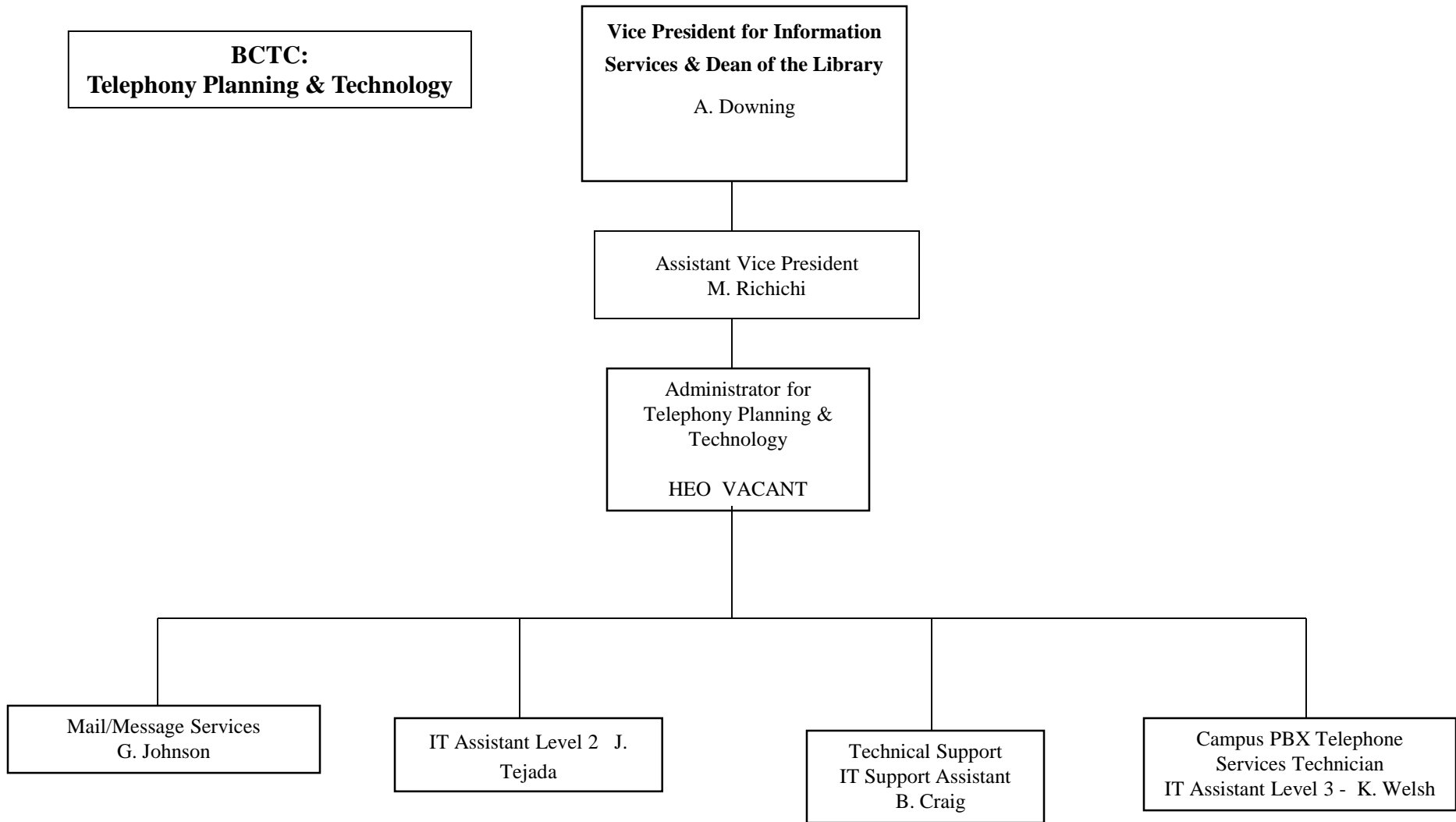


\* Non-tax Levy

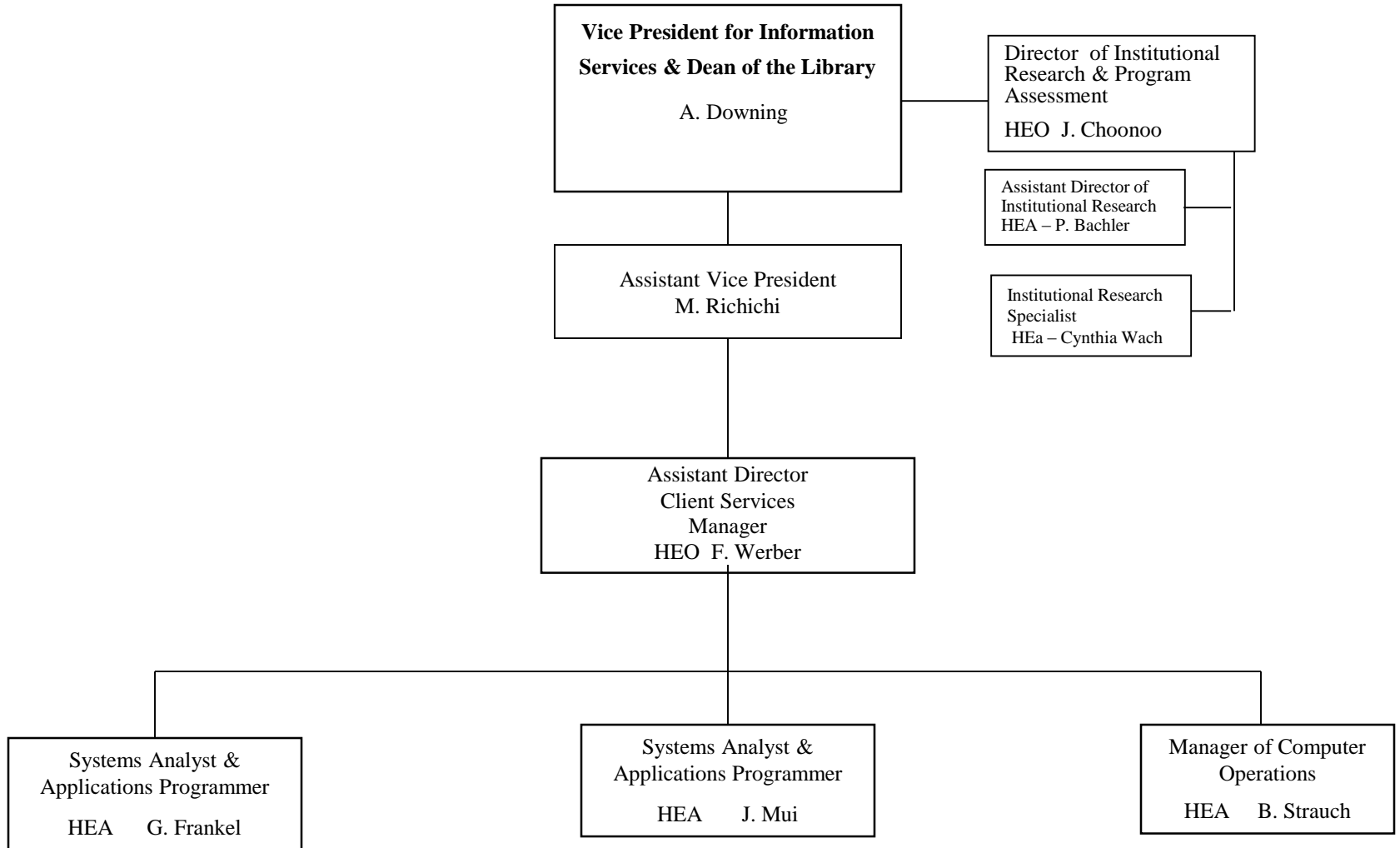
**Baruch Computing & Technology Center and Library  
Overview**



\*See Separate Charts for Individual Units



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

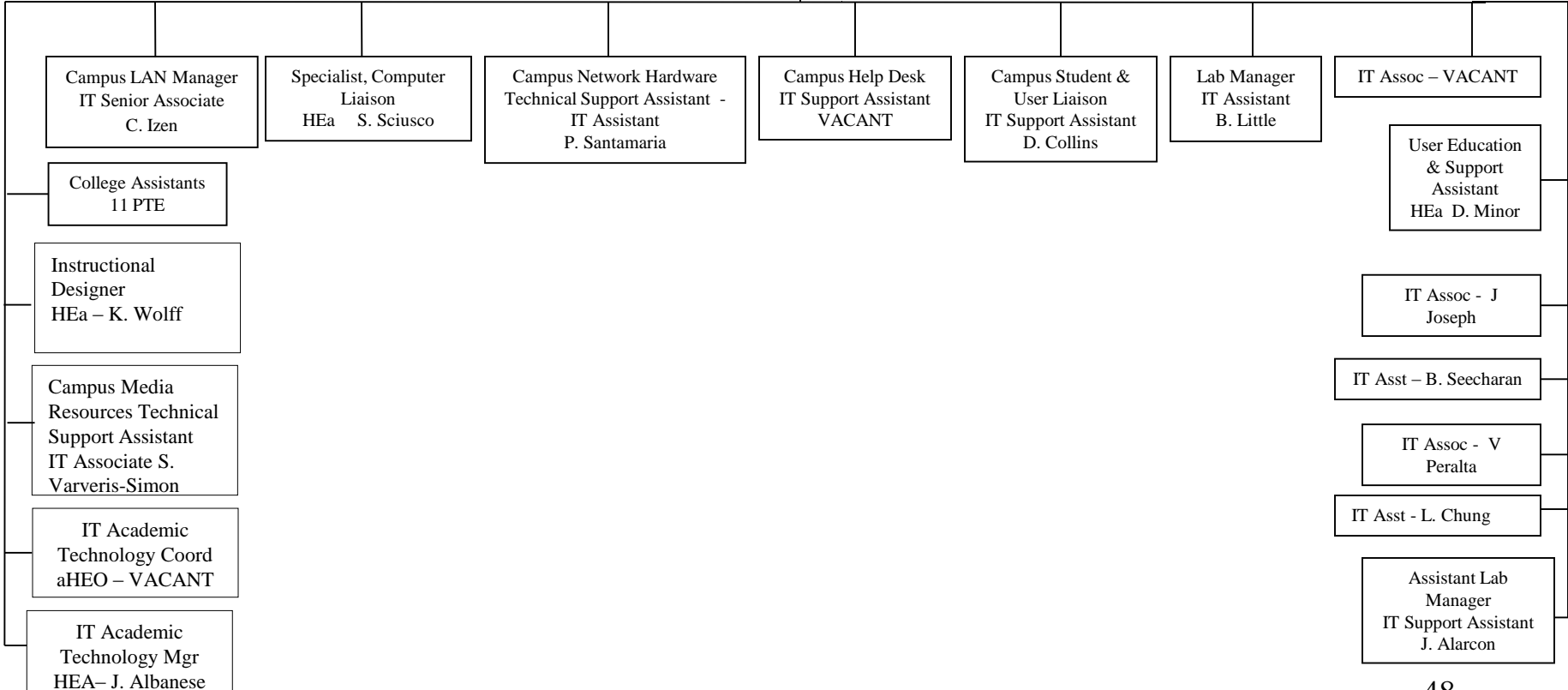


**BCTC:  
Student Computing Services**

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

Assistant Vice President  
M. Richichi

IT Academic  
Technology Director  
Computer Systems  
Manager-  
VACANT



**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

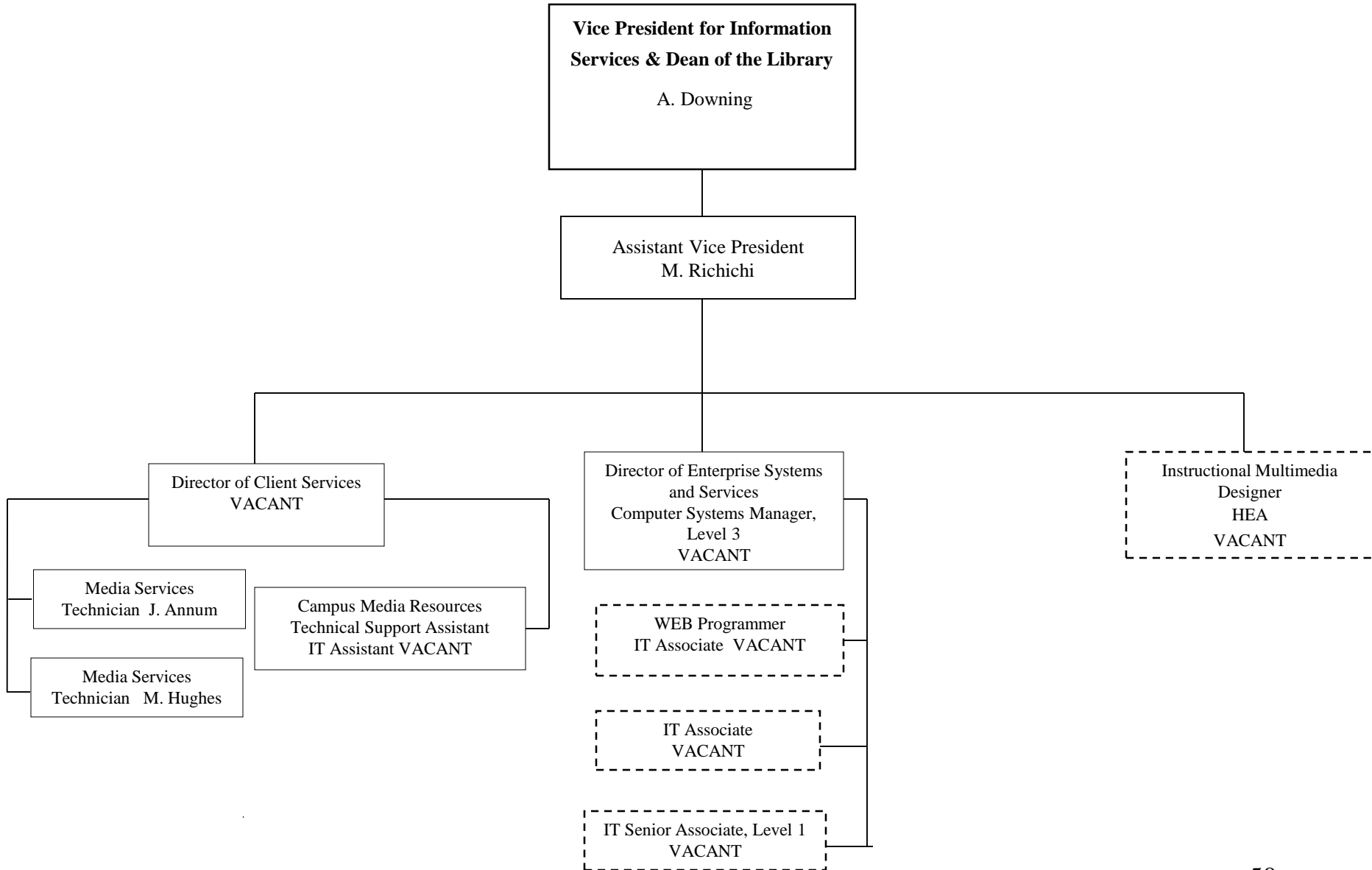
Lead Systems  
Administrator-Windows  
IT Senior Associate  
VACANT

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 provides a copy of the Reaffirmation 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.

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. The data used to determine Italian American labor market availability is then listed. 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) Where applicable, it is used for employees of all groups.

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

1,229 Employees

**Category: Executive/Administrative/Managerial**

**Administration 1 (Executive)**

**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%
Italian-Amer.	2007-2011 American Community Survey (ACS) - U.S. - Italian American Ph.D., M.A., B.A. holders, ages 28-65; 100% First Ancestry and 50% Second Ancestry		
LMA Factor 2	Promotable, Transferable, Trainable employees within contractors organization. - CUNY Survey - selected titles, service requirement and criteria -Source Spring 2013.	Weighted At	60.00%

**Titles Included in Group**

Administrator	1 Employee(s) in Title
Assc Administrator	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 (Manager)**

**149 Employee(s) in Group**

Manager-Level Administrators

LMA Factor 1	Earned Degrees Conferred (ECD) 4-State (NY/NJ/CT/PA); B.A., 2013-2014	Weighted At	40.00%
Italian-Amer.	2007-2011 American Community Survey (ACS) 4-State (NY/NJ/CT/PA) Italian American B.A. holders, ages 21-65; 100% First Ancestry and 50% Second Ancestry		
LMA Factor 2	Promotable, Transferable, Trainable employees within contractors organization. - CUNY Survey - selected titles, service requirement and criteria -Source Spring 2014.	Weighted At	60.00%

**Titles Included in Group**

HE Associate	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 Superintendent groups.

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), First Line Supervisor/Managers of Housekeeping and Janitorial Workers (4200)	Weighted At	100.00%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), First Line Supervisor/Managers of Housekeeping and Janitorial Workers (4200); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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

**Category: Executive/Administrative/Managerial**

**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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Computer and Information Systems Managers (1110); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

IT Computer Systems Mgr

2 Employee(s) in Title

**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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) - Residence Geography, New York City - Police and Sheriffs Patrol Officer (3850); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

Campus Security Asst Dir

1 Employee(s) in Title

**Category: Professional Faculty**

**Faculty-Instructor**

**1 Employee(s) in Group**

Instructor Faculty, excluding Instructor Librarians

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

LMA Factor 1	Earned Degrees Conferred M.A. 2013-2014, 4-State (NY/NJ/CT/PA)	Weighted At	100.00%
Italian-Amer.	For the Italian American Plan, reviewed by Job Group overall using 2007-2011 American Community Survey (ACS) 4-State (NY/NJ/CT/PA) for Italian American M.A. holders ages 24-65; 100% First Ancestry and 50% Second Ancestry		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

Instructor	1 Employee(s) in Title
------------	------------------------

**Faculty-Lecturer**

**60 Employee(s) in Group**

Lecturer Faculty, excluding Lecturer Librarians

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

LMA Factor 1	Earned Degrees Conferred B.A. 2013-14, 4-State (NY/NJ/CT/PA) weighted at 50% and US Non-4-State weighted at 50% in all fields	Weighted At	100.00%
Italian-Amer.	For the Italian American Plan, reviewed by Job Group overall using 2007-2011 American Community Survey (ACS) 4-State (NY/NJ/CT/PA) weighted at 50% and US Non-4-State weighted at 50% for Italian American B.A. degree holders ages 21-65; 100% First Ancestry and 50% Second Ancestry		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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 and Librarians (includes Instructor Librarians and Lecturer Librarians)

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

LMA Factor 1	With the exception of the Graduate Center: Earned Degrees Conferred Ph.D. 2013-14, 4-State (NY/NJ/CT/PA) weighted at 20% and US Non-4-State weighted at 80% in all fields	Weighted At	100.00%
Italian-Amer.	For the Italian American Plan, reviewed by Job Group overall using 2007-2011 American Community Survey (ACS) 4-State (NY/NJ/PA/CT) weighted at 20% and US Non-4-State weighted at 80% for Italian American Ph.D. holders ages 24-65; 100% First Ancestry and 50% Second Ancestry		
LMA Factor 2	Graduate Center Only: recipients of new research doctorates in relevant fields awarded by 406 U.S. universities 7/1/1999 - 6/30/2000 using the 2000 Survey of Earned Doctorates (SED), an annual census.	Weighted At	100.00%

**Titles Included in Group**

Assc Professor	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%
Italian-Amer.	Internal Only		
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%

**Titles Included in Group**

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

**Administration 3 (Professional) 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%
Italian-Amer.	2007-2011 American Community Survey (ACS) 4-State (NY/NJ/CT/PA) Italian American B.A. holders, ages 21-65; 100% First Ancestry and 50% Second Ancestry		
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%

**Titles Included in Group**

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

**Administration 5 (Engineer-Architect) 4 Employee(s) in Group**

Engineers and Architects and related professional staff

LMA Factor 1	2007-2011 American Community Survey (ACS) for NY State only; Engineering Managers (300) and Architects, Except Naval (1300)	Weighted At	100.00%
Italian-Amer.	2007-2011 American Community Survey (ACS) for NY State only; Engineering Managers (300) and Architects, Except Naval (1300); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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

**Category: Professional Non-Faculty**

**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%
Italian-Amer.	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); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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 (College Lab Tech)**

**7 Employee(s) in Group**

College Laboratory Technicians (abbrev CLT).

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

LMA Factor 1	2007-2011 American Community Survey (ACS) - 4-State (NY/NJ/CT/PA), weighted by function weighted at 90% and 4STATES Earned Degrees Conferred (EDC) - Bachelors 2013-14 weighted at 10%	Weighted At	100.00%
Italian-Amer.	2007-2011 American Community Survey (ACS) 4-State (NY/NJ/CT/PA); 100% First Ancestry and 50% Second Ancestry for Italian Americans, weighted by function		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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%
Italian-Amer.	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); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Computer Support Specialists (1050); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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

Accounting Support Staff

In 2017, incorporated new CUNY Payroll Clerk title

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS)-NY/NJ/CT/PA, Accountants and Auditors (code 800) and Purchasing Managers (150)	Weighted At	100.00%
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Italian-Amer.	2007-2011 US Census-American Community Survey (ACS)-NY/NJ/CT/PA, Accountants and Auditors (code 800) and Purchasing Managers (150); 100% First Ancestry and 50% Second Ancestry for Italian Americans
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LMA Factor 2	NA	Weighted At	0.00%
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**Titles Included in Group**

Asst Purchasing Agent	1 Employee(s) in Title
Finance Accountant Asst	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%
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Italian-Amer.	Internal Only
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LMA Factor 2	CUNY Survey Spring 2011 - CUNY Administrative Assistant title is strictly promotional from the Permanent CUNY Office Assistant (level 3 or above).	Weighted At	100.00%
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**Titles Included in Group**

CUNY Admin Asst	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%
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Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Mail Clerks/Mail Machine Operators, Except Postal Service (5850); 100% First Ancestry and 50% Second Ancestry for Italian Americans
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LMA Factor 2	NA	Weighted At	0.00%
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**Titles Included in Group**

Mail Message Svcs Worker	3 Employee(s) in Title
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**Category: Administrative Support Workers**

**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%
Italian-Amer.	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); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

CUNY Office Assistant

65 Employee(s) in Title

**Category: Craft Workers**

**Basic Crafts-Buildings and Grounds**

**8 Employee(s) in Group**

**Buildings and Grounds Workers**

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

LMA Factor 1	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/PA/CT), Grounds Maintenance (4250), Janitors and Buildings and Grounds (4220), Motor Vehicle Operators (9150), Maintenance and Repair Workers, General (7340)	Weighted At	100.00%
Italian-Amer.	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); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Laborers (53-7062) and Helpers (47-3010); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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%
Italian-Amer.	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), 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

Carpenter	4 Employee(s) in Title
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**Category: Craft Workers**

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

**Titles Included in Group**

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**

**Campus Peace Officer-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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) - Residence Geography, New York City - Police and Sheriffs Patrol Officer (3850); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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

**Campus Peace Officer-Level 2 7 Employee(s) in Group**

Campus Security-Mid Level Staff

LMA Factor 1	Internal Only	Weighted At	0.00%
Italian-Amer.	Internal Only		
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%

**Titles Included in Group**

Campus Peace Officer	7 Employee(s) in Title
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**Campus Peace Officer-Sergeant 12 Employee(s) in Group**

Campus Security Supervisors

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

**Titles Included in Group**

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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), Janitors and Building Cleaners (4220); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

Custodial Assistant	86 Employee(s) in Title
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**Category: Service Workers and Others**

**Custodial Supervisor**

**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%
Italian-Amer.	2007-2011 US Census-American Community Survey (ACS) 4-State (NY/NJ/CT/PA), First Line Supervisors/Managers of Housekeeping/Janitorial Workers (4200); 100% First Ancestry and 50% Second Ancestry for Italian Americans		
LMA Factor 2	NA	Weighted At	0.00%

**Titles Included in Group**

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 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.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native and Two or More Races. To facilitate comparison, it does not include Italian American.

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	Italian American
Employees	16	8	3	4	1	2
Underutilized?					Y	
# Underutilized					2	
Actual Util%	53.3%	26.7%	10.0%	13.3%	3.3%	6.7%
Labor Market%	49.3%	29.7%	8.5%	11.1%	8.9%	6.9%

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	Italian American
Employees	100	64	19	22	23	12
Underutilized?						
# Underutilized						
Actual Util%	67.1%	43.0%	12.8%	14.8%	15.4%	8.1%
Labor Market%	59.9%	41.4%	10.6%	16.3%	13.5%	8.6%

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	Italian American
Employees	4	5	5	0	0	0
Underutilized?				Y	Y	
# Underutilized				1	1	
Actual Util%	80.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Labor Market%	82.4%	70.6%	29.4%	26.5%	11.8%	0.0%

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	Italian American
Employees	120	112	26	43	42	3
Underutilized?						Y
# Underutilized						17
Actual Util%	70.2%	65.5%	15.2%	25.1%	24.6%	1.8%
Labor Market%	61.1%	37.6%	9.6%	14.3%	12.0%	11.5%

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	Italian American
Employees	5	20	10	4	6	0
Underutilized?	Y					Y
# Underutilized	1					3
Actual Util%	20.8%	83.3%	41.7%	16.7%	25.0%	0.0%
Labor Market%	26.4%	33.6%	19.7%	7.1%	5.4%	12.1%

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	Italian American
Employees	21	17	2	10	5	1
Underutilized?					Y	Y
# Underutilized					1	0
Actual Util%	87.5%	70.8%	8.3%	41.7%	20.8%	4.2%
Labor Market%	91.1%	74.0%	8.0%	38.1%	27.0%	5.4%

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	Italian American
Employees	57	46	7	22	17	4
Underutilized?						Y
# Underutilized						7
Actual Util%	87.7%	70.8%	10.8%	33.8%	26.2%	6.2%
Labor Market%	89.9%	26.5%	3.7%	11.6%	9.8%	16.7%

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	Italian American
Employees	5	6	4	1	1	0
Underutilized?						Y
# Underutilized						1
Actual Util%	62.5%	75.0%	50.0%	12.5%	12.5%	0.0%
Labor Market%	50.8%	26.7%	11.8%	7.8%	5.9%	16.0%

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	Italian American
Employees	0	5	1	1	3	1
Underutilized?	Y	Y		Y	Y	Y
# Underutilized	1	2		1	2	2
Actual Util%	0.0%	20.0%	4.0%	4.0%	12.0%	4.0%
Labor Market%	2.5%	29.7%	2.6%	7.0%	18.7%	13.7%

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	Italian American
Employees	0	5	1	2	2	1
Underutilized?	Y					
# Underutilized	2					
Actual Util%	0.0%	62.5%	12.5%	25.0%	25.0%	12.5%
Labor Market%	20.0%	42.4%	2.3%	12.6%	26.0%	9.6%

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	Italian American
Employees	2	11	0	8	3	0
Underutilized?	Y		Y			Y
# Underutilized	1		1			0
Actual Util%	16.7%	91.7%	0.0%	66.7%	25.0%	0.0%
Labor Market%	22.6%	85.9%	6.1%	55.1%	23.8%	1.5%

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	Italian American
Employees	1	6	0	3	3	0
Underutilized?	Y		Y	Y		Y
# Underutilized	1		0	1		0
Actual Util%	14.3%	85.7%	0.0%	42.9%	42.9%	0.0%
Labor Market%	22.0%	86.4%	6.8%	55.2%	24.3%	1.8%

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	Italian American
Employees	15	56	4	34	18	0
Underutilized?						Y
# Underutilized						7
Actual Util%	25.4%	94.9%	6.8%	57.6%	30.5%	0.0%
Labor Market%	28.4%	66.7%	7.1%	28.1%	29.3%	12.2%

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	Italian American
Employees	2	13	0	8	5	0
Underutilized?	Y		Y			Y
# Underutilized	2		0			2
Actual Util%	15.4%	100.0%	0.0%	61.5%	38.5%	0.0%
Labor Market%	29.0%	40.0%	2.4%	13.8%	22.1%	11.8%

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	Italian American
Employees	27	83	9	27	47	0
Underutilized?						Y
# Underutilized						7
Actual Util%	31.4%	96.5%	10.5%	31.4%	54.7%	0.0%
Labor Market%	27.3%	48.9%	2.8%	15.6%	28.8%	8.4%

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 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.

Total Minority comprises Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native, and Two or More Races. To facilitate comparison, it does not include Italian American.

College Lab Tech - Science, Tech, Eng.

5 Staff

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

10208 Natural Sciences

	<b>Female</b>	<b>Total Minority</b>	<b>Asian, Hawaiian, Other Pac Isl</b>	<b>Black/African American</b>	<b>Hispanic/ Latino inc Puerto Rican</b>	<b>Italian American</b>
Lab Tech Staff	2	3	1	2	0	0
Underutilized?					Y	Y
# Underutilized					0	1
Actual Util%	40.0%	60.0%	20.0%	40.0%	0.0%	0.0%
Labor Market%	27.8%	30.0%	12.9%	8.0%	7.0%	12.5%

This is a review of utilization, and underutilization, of protected groups by Faculty category. A group is displayed only when there are five or more faculty in that group.

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 faculty 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.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native, and Two or More Races. To facilitate comparison, it does not include Italian American.

Faculty-Professorial

450 Faculty

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican	Italian American
Faculty Underutilized?	178	135	90	23	20	20
# Underutilized	Y			Y	Y	
Actual Util% Labor Market%	47			20	6	
	39.6%	30.0%	20.0%	5.1%	4.4%	4.4%
	50.1%	24.4%	7.3%	9.6%	5.8%	5.5%

Faculty-Lecturer

60 Faculty

	Female	Total Minority	Asian, Hawaiian, Other Pac Isl	Black/African American	Hispanic/ Latino inc Puerto Rican	Italian American
Faculty Underutilized?	25	15	4	7	4	4
# Underutilized	Y				Y	Y
Actual Util% Labor Market%	11				2	2
	41.7%	25.0%	6.7%	11.7%	6.7%	6.7%
	60.5%	26.2%	7.3%	7.5%	9.6%	9.9%

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 (IA Plan)

JOB GROUP	ACTIVITY CATEGORY	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority			
<b>Accountants</b>								
	Joined Group	1			1			1
	Left Group							0
	Move within Job Group							0
	Status Change							0
<b>Accounting Assistants</b>								
	Joined Group		1	1	2			2
	Left Group		-1		-1		-1	-2
	Move within Job Group							0
	Status Change							0
<b>Admin1 - Executives</b>								
	Joined Group	2	1		3		3	6
	Left Group		-1		-1	-1	-1	-3
	Move within Job Group							0
	Status Change		1		1		2	3
<b>Admin2 - Managers</b>								
	Joined Group	2	5	4	11	2	12	25
	Left Group		-5	-3	-8	-1	-10	-19
	Move within Job Group						3	3
	Status Change	1	2		3		3	6
<b>Admin3 - Administrators</b>								
	Joined Group	5	10	7	22		11	33
	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
<b>Admin4-College Lab Technicians</b>								
	Joined Group							0
	Left Group						-1	-1
	Move within Job Group							0
	Status Change							0
<b>Admin5-Engineers/Architects</b>								
	Joined Group					1	1	2
	Left Group						-1	-1
	Move within Job Group							0
	Status Change							0
<b>Basic Crafts - Buildings &amp; Grounds</b>								
	Joined Group							0
	Left Group					-1		-1
	Move within Job Group							0
	Status Change							0
<b>Broadcast-Media Technicians</b>								
	Joined Group			2	2			2
	Left Group							0
	Move within Job Group							0
	Status Change							0
<b>Campus Peace Officer-L-1</b>								
	Joined Group			1	1			1
	Left Group		-1	-1	-2			-2
	Move within Job Group		3		3			3
	Status Change							0
<b>CUNY Administrative Asst</b>								
	Joined Group		2		2			2
	Left Group	-1	-2		-3		-1	-4

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

JOB GROUP	ACTIVITY CATEGORY	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority			
	Move within Job Group		1					1
	Status Change							0
<b>CUNY Office Assistants</b>								0
	Joined Group	1		2	3	1	1	5
	Left Group	-2	-3	-2	-7		-6	-13
	Move within Job Group	1		3	4	1		5
	Status Change	1			1			1
<b>Custodial</b>								0
	Joined Group		5	4	9			9
	Left Group		-10	-3	-13			-13
	Move within Job Group							0
	Status Change							0
<b>Custodial - Supervisory</b>								0
	Joined Group		2	2	4			4
	Left Group			-1	-1			-1
	Move within Job Group		2		2			2
	Status Change							0
<b>Facilities - Managerial</b>								0
	Joined Group						1	1
	Left Group						-1	-1
	Move within Job Group							0
	Status Change							0
<b>Faculty - Instructors</b>								0
	Joined Group		1		1			1
	Left Group							0
	Move within Job Group							0
	Status Change							0
<b>Faculty - Lecturers</b>								0
	Joined Group	1	1	1	3	1	8	12
	Left Group	-3		-1	-4	-1	-4	-9
	Move within Job Group							0
	Status Change							0
<b>Faculty - Professorial</b>								0
	Joined Group	6	2	2	10	1	8	19
	Left Group	-8	-1	-3	-12	-1	-15	-28
	Move within Job Group	2		3	5		6	11
	Status Change							0
<b>Info Tech - Managerial</b>								0
	Joined Group		1		1			1
	Left Group						-1	-1
	Move within Job Group							0
	Status Change							0
<b>Info Tech - Professional</b>								0
	Joined Group	1	1		2			2
	Left Group		-1		-1		-1	-2
	Move within Job Group							0
	Status Change							0
<b>Info Tech - Technician</b>								0
	Joined Group		1		1			1
	Left Group							0
	Move within Job Group							0
	Status Change							0
<b>Laborers &amp; Helpers</b>								0
	Joined Group					1		1
	Left Group		-1		-1			-1
	Move within Job Group							0
	Status Change							0

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

JOB GROUP	ACTIVITY CATEGORY	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority			
							0	
<b>Mail Message Services Workers</b>							0	
	Joined Group						0	
	Left Group		-1		-1		-1	
	Move within Job Group						0	
	Status Change						0	
							0	
<b>Security - Managerial</b>							0	
	Joined Group						0	
	Left Group	-1			-1		-1	
	Move within Job Group						0	
	Status Change						0	
							0	
<b>Skilled Trades</b>							0	
	Joined Group	1		1	2		4	
	Left Group		-1	-2	-3	-2	-4	
	Move within Job Group						0	
	Status Change						2	
							0	
							0	
<b>Skilled Trades - Supervisory</b>							0	
	Joined Group						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
<b>Accountants</b>				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
<b>Accounting Assistants</b>				
	Joined Group	2		2
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
<b>Admin1 - Executives</b>				
	Joined Group	5	1	6
	Left Group	-1	-2	-3
	Move within Job Group			0
	Status Change	3		3
<b>Admin2 - Managers</b>				
	Joined Group	21	4	25
	Left Group	-15	-4	-19
	Move within Job Group	2	1	3
	Status Change	5	1	6
<b>Admin3 - Administrators</b>				
	Joined Group	27	6	33
	Left Group	-25	-3	-28
	Move within Job Group	5	0	5
	Status Change	6	1	7
<b>Admin4-College Lab Technicians</b>				
	Joined Group			0
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
<b>Admin5-Engineers/Architects</b>				
	Joined Group	2		2
	Left Group	-1		-1
	Move within Job Group			0
	Status Change			0
<b>Basic Crafts - Buildings &amp; Grounds</b>				
	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
<b>Broadcast-Media Technicians</b>				
	Joined Group		2	2
	Left Group			0
	Move within Job Group			0
	Status Change			0
<b>Campus Peace Officer-L-1</b>				
	Joined Group	1		1
	Left Group	-2		-2
	Move within Job Group	1	2	3
	Status Change			0
<b>CUNY Administrative Asst</b>				
	Joined Group	2		2
	Left Group	-3	-1	-4
	Move within Job Group	1		1
	Status Change			0
<b>CUNY Office Assistants</b>				
	Joined Group	4	1	5
	Left Group	-10	-3	-13
	Move within Job Group	4	1	5
	Status Change	1		1
<b>Custodial</b>				
	Joined Group	1	8	9
	Left Group	-6	-7	-13
	Move within Job Group			0
	Status Change			0
<b>Custodial - Supervisory</b>				
	Joined Group	1	3	4
	Left Group		-1	-1
	Move within Job Group		2	2
	Status Change			0
<b>Facilities - Managerial</b>				
	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
<b>Faculty - Instructors</b>				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
<b>Faculty - Lecturers</b>				0
	Joined Group	8	4	12
	Left Group	-4	-5	-9
	Move within Job Group			0
	Status Change			0
<b>Faculty - Professorial</b>				
	Joined Group	9	10	19
	Left Group	-13	-15	-28
	Move within Job Group	5	6	11
	Status Change			0
<b>Info Tech - Managerial</b>				
	Joined Group		1	1
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
<b>Info Tech - Professional</b>				
	Joined Group	2		2
	Left Group	-1	-1	-2
	Move within Job Group			0
	Status Change			0
<b>Info Tech - Technician</b>				
	Joined Group	1		1
	Left Group			0
	Move within Job Group			0
	Status Change			0
<b>Laborers &amp; Helpers</b>				
	Joined Group		1	1
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
<b>Mail Message Services Workers</b>				
	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
<b>Security - Managerial</b>				
	Joined Group			0
	Left Group		-1	-1
	Move within Job Group			0
	Status Change			0
<b>Skilled Trades</b>				
	Joined Group		6	6
	Left Group		-9	-9
	Move within Job Group			0
	Status Change		2	2
<b>Skilled Trades - Supervisory</b>				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 (IA Plan)

DEPARTMENT	ACTIVITY CATEGORY	TITLE	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
			Asian	Black/African American	Hispanic	Total Minority			
Allen Aaronson Dept of Mkt/IB									
	Awarded Tenure/CCE	(Assc Professor)	1			1		1	
English									
	Awarded Tenure/CCE	(Assc Professor)					1	1	
History									
	Awarded Tenure/CCE	(Asst Professor)			1	1		1	
Law									
	Awarded Tenure/CCE	(Professor)					1	1	
Library									
	Awarded Tenure/CCE	(Assc Professor)					1	1	
Psychology									
	Awarded Tenure/CCE	(Lecturer)			1	1		1	
Public Affairs									
	Awarded Tenure/CCE	(Assc Professor)	1			1		1	
	Hired with Tenure/CCE	(Professor)					1	1	
Stan Ross Dept Accountancy									
	Awarded Tenure/CCE	(Assc Professor)	1		1	2		2	

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

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

JOB GROUP	ACTIVITY CATEGORY	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority			
Admin1 - Executives	Applicants	15	24	18	58	6	114	178
	Interviews	1	2	2	6	1	8	15
	Offers	1	0	0	1	0	1	2
	No Interviews	14	22	16	52	5	106	163
Admin2 - Managers	Applicants	122	373	234	759	50	637	1446
	Interviews	7	16	14	37	6	61	104
	Offers	1	3	0	4	3	12	19
	No Interviews	115	357	220	722	44	576	1342
Admin3 - Administrators	Applicants	648	1331	1018	3152	118	1427	4697
	Interviews	29	38	34	104	3	60	167
	Offers	6	12	5	24	0	10	34
	No Interviews	619	1293	984	3048	115	1367	4530
Admin5-Engineers/Architects	Applicants	2	4	3	10	1	14	25
	Interviews	0	0	0	0	1	1	2
	Offers	0	0	0	0	1	1	2
	No Interviews	2	4	3	10	0	13	23
Broadcast-Media Technicians	Applicants	15	27	35	80	2	28	110
	Interviews	0	0	2	2	0	0	2
	Offers	0	0	2	2	0	0	2
	No Interviews	15	27	33	78	2	28	108
CUNY Administrative Asst	Applicants	30	86	55	180	5	48	233
	Interviews	0	1	0	1	0	0	1
	Offers	0	1	0	1	0	0	1
	No Interviews	30	85	55	179	5	48	232
Custodial	Applicants	128	1606	968	2775	14	367	3156
	Interviews	0	4	1	5	0	0	5
	Offers	0	4	1	5	0	0	5
	No Interviews	128	1602	967	2770	14	367	3151
Custodial - Supervisory	Applicants	12	117	101	246	3	50	299
	Interviews	0	1	0	2	0	1	3
	Offers	0	1	0	2	0	1	3
	No Interviews	12	116	101	244	3	49	296
Facilities - Managerial	Applicants	0	1	8	10	0	17	27
	Interviews	0	0	0	0	0	1	1
	Offers	0	0	0	0	0	1	1
	No Interviews	0	1	8	10	0	16	26
Faculty - Professorial	Applicants	45	8	7	61	1	34	96
	Interviews	1	0	0	1	0	0	1
	Offers	1	0	0	1	0	0	1
	No Interviews	44	8	7	60	1	34	95
Info Tech - Managerial	Applicants	18	7	18	44	1	38	83
	Interviews	0	1	0	1	0	0	1
	Offers	0	1	0	1	0	0	1
	No Interviews	18	6	18	43	1	38	82

Appendix G-1 Recruiting Activity Table By Job Group and Ethnicity (IA Plan)

JOB GROUP	ACTIVITY CATEGORY	Federal Minority Status				Italian-American	Other	TOTAL ACTIVITY
		Asian	Black/African American	Hispanic	Total Minority			
<b>Info Tech - Professional</b>	Applicants	150	122	131	421	7	137	565
	Interviews	2	2	0	4	0	0	4
	Offers	2	2	0	4	0	0	4
	No Interviews	148	120	131	417	7	137	561
<b>Skilled Trades</b>	Applicants	7	26	51	91	6	49	146
	Interviews	0	0	0	0	1	2	3
	Offers	0	0	0	0	1	2	3
	No Interviews	7	26	51	91	5	47	143
<b>Skilled Trades - Supervisory</b>	Applicants	2	12	25	41	2	21	64
	Interviews	0	0	0	0	0	1	1
	Offers	0	0	0	0	0	1	1
	No Interviews	2	12	25	41	2	20	63

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

JOB GROUP	ACTIVITY CATEGORY	Female	Male	TOTAL ACTIVITY
<b>Admin1 - Executives</b>				
	Applicants	68	75	178
	Interviews	10	4	15
	Offers	2	0	2
	No Interviews	58	71	163
<b>Admin2 - Managers</b>				
	Applicants	634	649	1446
	Interviews	59	37	104
	Offers	12	5	19
	No Interviews	575	612	1342
<b>Admin3 - Administrators</b>				
	Applicants	2944	1350	4697
	Interviews	113	45	169
	Offers	26	5	34
	No Interviews	2831	1305	4530
<b>Admin5- Engineers/Architects</b>				
	Applicants	15	7	25
	Interviews	2	0	2
	Offers	2	0	2
	No Interviews	13	7	23
<b>Broadcast-Media Technicians</b>				
	Applicants	18	82	110
	Interviews	0	2	2
	Offers	0	2	2
	No Interviews	18	80	108
<b>Custodial</b>				
	Applicants	593	2080	3156
	Interviews	2	2	5
	Offers	2	2	5
	No Interviews	591	2078	3151
<b>Custodial - Supervisory</b>				
	Applicants	52	216	299
	Interviews	0	3	3
	Offers	0	3	3
	No Interviews	52	213	296
<b>Facilities - Managerial</b>				
	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
<b>Faculty - Professorial</b>				
	Applicants	24	47	96
	Interviews	0	1	1
	Offers	0	1	1
	No Interviews	24	46	95
<b>Info Tech - Managerial</b>				
	Applicants	6	68	83
	Interviews	0	1	1
	Offers	0	1	1
	No Interviews	6	67	82
<b>Info Tech - Professional</b>				
	Applicants	87	411	565
	Interviews	3	1	4
	Offers	3	1	4
	No Interviews	84	410	561
<b>Skilled Trades</b>				
	Applicants	4	112	146
	Interviews	0	2	3
	Offers	0	2	3
	No Interviews	4	110	143
<b>Skilled Trades - Supervisory</b>				
		0	54	64
	Applicants	0	0	1
	Interviews	0	0	1
	Offers	0	54	63
	No Interviews	54	0	54