2020-2021 AFFIRMATIVE ACTION REPORT
2021-2022 AFFIRMATIVE ACTION PLANS

ITALIAN AMERICAN

CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY

Covering Minorities and Women (Executive Order 11246), Individuals with Disabilities (Section 503) and Protected Veterans (VEVRAA)

Contact:

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This plan is available for review at:

Room 509, 55 West 125th Street, New York, NY 10027 and on the School's website at https://sph.cuny.edu/about/diversity/

CUNY SPH GRADUATE SCHOOL OF PUBLIC HEALTH & HEALTH POLICY

CUNY THE CITY UNIVERSITY OF NEW YORK

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PART ONE: INTRODUCTION AND BACKGROUND

This report is an annual update of the Affirmative Action Plan (AAP) for federal contractors. The U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) oversees Affirmative Action Plan requirements for federal contractors. This unit is one of CUNY's Affirmative Action Establishments.

This plan reflects requirements for implementing:
- Presidential Executive Order (EO) 11246, addressing gender and federally protected racial/ethnic groups
- The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, for protected Veterans
- Section 503 of the Rehabilitation Act of 1973, as amended, for Individuals with Disabilities.

Some aspects of this plan also reflect state and local regulations, guidelines for public entities, CUNY Board resolutions, and CUNY policy.

The employee census date is June 1, 2021.
The previous reporting year was June 1, 2020 – May 31, 2021.
The program year for this plan is September 1, 2021 – August 31, 2022.

We address disruptions due to the 2020-2021 COVID-19 outbreak later in this report.

This Plan is available for public review as described on the title page.

We produce a separate Affirmative Action Plan for Italian Americans. CUNY's Chancellor designated Italian Americans as a protected group in 1976.

Web links are confirmed as of November 2021.

OVERVIEW

Location
55 West 125th Street, Room 710, New York, NY 10027

Degrees
Students select Master of Public Health (MPH) concentrations from among five knowledge areas: in: Community Health; Environmental and Occupational Health Sciences; Epidemiology and Biostatistics; Health Policy and Management and Public Health Nutrition.

The School offers Master of Science (MS) Degree Programs in Environmental and Occupational Health Sciences; Global and Migrant Health Policy (online) and Population Health Informatics (online) and Health Communication for Social Change.

The School also offers a dual MD-MPH program in collaboration with the Albert Einstein College of Medicine.

The School offers PhD programs in Community Health and Health Policy, Environmental and Planetary Health Science and Epidemiology. (Until fall 2018, students were students accepted into Doctoral of Public Health Programs [DPH] in Community Health and Society, Environmental and Occupational Health, Epidemiology and Health Policy and Management. Current DPH students will either complete the existing program or transfer to the PhD program.)

The School offers a specialization in Maternal, Child, Reproductive, and Sexual Health, which MPH and DPH students may complete in addition to their concentration.

The School also offers a Nutrition and Dietetic Internship Program, an Advanced Certificate in Public Health, an Advanced Certificate in Industrial Hygiene and a Certificate in Population Health Informatics.

Accreditation
The School is accredited by the Middle States Commission on Higher Education (MSCHE), as a unit of the Graduate School and University Center of the City University of New York (CUNY). The School is also accredited by the Council on Education for Public Health (CEPH), the professional body which accredits schools and programs in public health.   The MS program in EOHS is accredited by the Accreditation board for engineering and Technology (ABET), the organization that accredits post-secondary programs in applied and natural sciences and engineering. The Nutrition and Dietetic Internship program is accredited by the Accreditation Council for Education in Nutrition and Dietetics (ACEND).

History

The City University of New York (CUNY), the largest and most diverse urban public university in the United States, began training public health professionals in 1968 at Hunter College. It was one of the first public institutions without a school of public health to tackle the complex health problems facing the nation's increasingly diverse cities. By 2006, CUNY offered MPH degree programs at 3 campuses: Hunter, Brooklyn and Lehman Colleges. That same year, Chancellor

Matthew Goldstein announced the University's commitment to develop a collaborative school of public health, integrating the resources of the previously independent programs under the leadership of a single Dean. In 2007, the CUNY Graduate School, home to the University's 34 doctoral programs, introduced a Doctor of Public Health (DPH) degree program. In 2011, the School received its first full 5-year accreditation from the Council on Education in Public Health (CEPH). In 2013, the CUNY Board of Trustees adopted changes to the School's governance plan to better reflect the University-wide nature of the School and position it for continued and expanded collaborations, growth and success. Also, in 2013, following a national search, the CUNY Board of Trustees appointed the School's first permanent Dean, Dr. Ayman El-Mohandes. In August 2015, the central component of the School moved into 25,000 sq. ft. of newly-renovated office space on West 125th Street in West Harlem, Manhattan. In November 2015, the CUNY Board of Trustees approved a resolution directing the Chancellor of the University to develop and implement a plan to transition the existing consortial School to a unified graduate school that would administer all master's and doctoral-level degree programs in public health, continuing as a unit within the CUNY Graduate School and University Center.

The name of the School was changed to the CUNY Graduate School of Public Health and Health Policy. The Dean and the faculty and staff of the unified School have established a clear pathway toward the development of a world-class school of public health that taps into the richness of the City University of New York, New York City, and beyond. In sum, the Graduate School of Public Health and Health Policy is poised for its next stage of development, creating a national model for a school of public health that reflects the diversity and challenges of cities in America and the world.

Mission

The School is located in a global city challenged by many of the world's most serious health problems that also serves as a cradle of public health innovation. Using the resources of the nation's largest and most diverse urban public University, the School seeks to create new models of innovative, interdisciplinary and applied public health education, research, and practice. The School brings together students and faculty with practitioners, researchers, activists, community residents, and policy makers from many sectors. Informed by the values of public health, social justice, and democracy, the School seeks to become a platform for collaboration to examine the causes of and solutions to pressing health problems, to engage the public in an ongoing dialogue on public health policy, and to develop a workforce with the capacity to plan and implement health-promoting programs and policies.

The School's mission is to provide a collaborative and accessible environment for excellence in education, research, and service in public health; to promote and sustain healthier populations in NYC and around the world; and to shape policy and practice in public health for all.

The vision is to promote health and social justice in NYC and across the globe through innovation and leadership.

To realize its mission and vision, the School works with communities, nonprofit and private organizations, and the government at all levels to build the capacities that help people lead healthier and more productive lives.

ORGANIZATION CHART
Appendix A displays an organization chart.

RELEVANT POLICIES

As a unit of The City University of New York (CUNY), we adhere to federal, state, and city laws and regulations on non-discrimination and affirmative action, including: 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, the Age Discrimination Act of 1975, New York State Human Rights Law and New York City Human Rights Law.

Protected groups identified in Executive Order 11246 are American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, Two or More Races, and Women. Additionally, the Chancellor of CUNY designated Italian Americans as a protected group in 1976 and CUNY prepares a separate Italian American Affirmative Action Plan.

CUNY posts its policies on non-discrimination, sexual misconduct, and affirmative action on its website. The policies are hyperlinked below:

Equal Opportunity and Non-Discrimination Policy
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.*

Management reaffirms CUNY's Equal Opportunity and Non-discrimination Policy annually. The most recently released reaffirmation letter, issued by the Dean of the School was on August 25,

202 and is included in Appendix B.

Affirmative Action Policy

CUNY's original Affirmative Action Policy of May 28, 1985 is part of its 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)

Sexual Misconduct Policy

CUNY's Policy on Sexual Misconduct addresses sexual harassment, gender-based harassment and sexual violence. It outlines procedures applicable to students and employees for addressing complaints.

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

Defining conduct that constitutes prohibited Sexual Misconduct;

Providing clear guidelines for students, employees and visitors on how to report incidents of Sexual Misconduct and a commitment that any complaints will be handled respectfully;

Promptly responding to and investigating allegations of Sexual Misconduct, 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;

Providing ongoing assistance and support to students and employees who make allegations of Sexual Misconduct;

Providing awareness and prevention information on Sexual Misconduct, including widely disseminating this policy, as well as a "students' bill of rights" and implementing training and educational programs on Sexual Misconduct to college constituencies; and

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

This is the sole policy at CUNY addressing Sexual Misconduct and is applicable at all college and units at the University. It will be interpreted in accordance with the principles of academic freedom adopted by CUNY's Board of Trustees.

Other Important Policies

CUNY Campus and Workplace Violence Policy addresses workplace violence.
CUNY Domestic Violence and the Workplace Policy addresses domestic violence in or affecting employees in the workplace.
CUNY Procedures for Implementing Reasonable Accommodations and Academic Adjustments

addresses CUNY process for responding to requests for reasonable accommodations or academic adjustments.

CUNY campuses report crime statistics, including statistics relating to sexual violence under the federal Jeanne Clery Act. Information is available from

- John Flaherty, Director of Public Safety, Graduate Center
- Desiree Joyner, Campus Security Assistant Director, Office of Public Safety, SPH
- SPH Public Safety

RESPONSIBILITY FOR IMPLEMENTATION

While the entire community participates in promoting diversity and inclusion, we have assigned certain specific responsibilities.

The Dean

The Dean, Dr. Ayman El-Mohandes, oversees Affirmative Action and diversity programs to assure compliance with federal, state, and city laws, rules and regulations and university policies, and

- Designates personnel to manage Affirmative Action, diversity and compliance, including a Chief Diversity Officer (CDO), 504/Americans with Disabilities Act (ADA) Coordinator and Title IX Coordinator.
- Ensures these personnel have authority, staffing, and other resources to fulfill their assigned responsibilities.
- Communicates commitment to equal employment opportunity, issuing an annual reaffirmation of this commitment, and issues required reports, including this Affirmative Action Plan.

Chief Diversity Officer

The Dean has designated Sahana Gupta as Chief Diversity Officer (CDO) and Responsible Official who:

- Provides confidential consultation for, investigates and resolves discrimination/harassment complaints
- Distributes policies, notices and revisions, and integrates them into training programs, search committee orientations, websites, and other communications
- Evaluates Affirmative Action programs and initiatives
- Prepares and communicates Affirmative Action Plan reports
- Consults with hiring teams and managers on recruitment and selection, overseeing recruitment plans and effective recruitment/selection strategies
- Participates in CUNY initiatives promoting diversity and inclusion.

Officials

Executives, department chairpersons, managers, and supervisors are critical partners in Equal Employment and Affirmative Action programs. They help ensure compliance with regulations and policies, foster an inclusive environment, and help develop and implement the Affirmative Action Plan.

Committee(s) on Diversity and Inclusion

SPH proposed to establish the **Committee for Equity and Inclusion** (CEI) as a standing committee within its Governance Plan. In early spring 2021, the CEI was established with2 students, 5 faculty members, and 5 staff members.

Elected faculty and staff members of the CEI will serve staggered renewable three-year terms; with student members serving renewable one-year terms.

Members of the CEI elected a faculty and a staff member as co-chairs who will serve renewable 3-year terms. Co-chairs will serve as representatives of the CEI on the Steering Committee of the Governance Council. The CDO is a non-voting ex-officio member.

The CEI is composed of
Co-Chairs:
Himani Sharma, Staff
Sasha Fleary, Faculty
Student members:
Alanna Cruz
Natalia Surujnath
Faculty members:
Andrew Maroko
Levi Waldron
Marie Sillice
Victoria Ngo
Staff members:
Daneen Anderson-Mercer
Michelle Finn
Paulo Lellis
Toya Cox

As noted within the Bylaws, the CEI shall center SPH's commitment to nurturing a diverse, equitable and inclusive campus climate, and will support and foster representation in leadership and progressive thought and action. The Committee shall collaborate and consult with other standing and ad hoc committees and administrative units of the School, as relevant, to make recommendations and advocate for
- equity and inclusion to be valued and recognized at all levels and sectors of our institution,
- foster a culture that promotes equity, diversity and inclusion by acknowledging and responding to the voices of our faculty, staff, and students as well as the community in which we reside,
- work diligently to develop thoughtful and innovative approaches to solve complex SPH community issues related to equity and inclusion, and
- long-term and short-term goals, as set forth in the School's current strategic plan.

University Management

CUNY's University Office of Recruitment and Diversity (ORD) establishes job groups and report parameters, and reports summary statistics. ORD sponsors university-wide diversity programs

described in this plan. ORD also maintains systems support for data collection (including self-identification data) and job posting. Details of University reports and diversity programs are available here: University Diversity Resources.

IMPACT OF COVID-RELATED EVENTS

On March 15, 2020, Chancellor Felix Matos-Rodriguez announced CUNY campuses and non-essential personnel were transitioning to remote learning and working for the remainder of the academic year. As of summer, 2020, this arrangement is still in place. The transition and resulting shifts in priorities affect the university's operations in many ways, including personnel practices.

Due to the fiscal constraints, the University has announced a "hiring freeze." There have been no recruitment efforts since the early part of 2020, with ongoing searches postponed and cancelled. Some faculty recruitment activities began in late spring 2021 to meet needs for Fall 2021. Expedient hiring for vacancies, if approved by the University, was managed remotely, with new employees beginning work in a remote environment.

Over the summer 2020, the racial justice movement made it imperative that the School respond to the needs of the school community.   While the University provided extensive guidelines for managing and maintaining academic and administrative operations during the pandemic (see CUNY website at Coronavirus), the School surveyed employees on the impact of the pandemic and racial justice movement on their work/life balance, and based on the assessment of needs, set up a workflow to provide resources and support, as necessary.

In addition, based on the racial equity survey conducted in summer 2020, the School proposed to establish a Committee on Equity and Inclusion (CEI) within the School's Governance Plan to advance and promote racial equity, diversity and inclusion. This initiative was undertaken in fall 2020 and the CEI was established early Spring 2021.

While some public events have either been limited or cancelled, if it could not be conducted remotely, the School has scheduled a number of Town Halls with respective constituents (faculty and staff, students) to discuss academic and administrative issues, including but not limited to concerns and questions related to equity, diversity and inclusion.

The Chief Diversity Officer has continued to work remotely on:
- Complaint intake and investigation
- Accommodations for Individuals with Disabilities
- Recruitment advertising and outreach, for specific, approved positions
- Oversight of hiring, advancement and separation practices
- Consulting to management.

PART TWO: DATA AND ANALYSIS

We analyze workforce data as mandated to promote a complete assessment, covering:
- Workforce Analysis (Evaluating employment within organizational units/departments)
- Analysis of job groups and academic disciplines
- Comparisons with labor market availability measures (utilization analysis)
- Reviews of Personnel Actions, Recruitment and Hiring, and Compensation.

We rely on methodologies provides by the US Department of Labor's Office of Contract Compliance Programs (OFCCP), in particularly, the *Educational Institutions Technical Assistance Guide*.

DATA SOURCES

This section describes how CUNY prepares data for this report.

Employee Data

On June 28, 2021, we extracted data on full-time employees active as of June 1, 2021 from CUNY's system of record, CUNYfirst. We include individuals on most paid leaves, including medical leave and fellowship/sabbatical leave. We do not include individuals on terminal leaves such as retirement leave, student workers (including Graduate Assistants) or individuals employed separately by CUNY's Research Foundation.

We invite employees to self-identify gender, race/ethnicity, veteran status, and disability status. Employees may update selections at any time on an Employee Self-Service portal. We last conducted a self-identification canvas in May 2018 via email. We provided an FAQ document to explain the reasons for collecting this data, and stressed that providing it is voluntary.

We also invite job applicants to self-identify on the job application portal.

Self-Identification Categories

We use the following categories to evaluate representation by race/ethnicity for the federal Affirmative Action plan:
- Total Minorities (all groups other than White, reported as a single category)
- Asian (consolidates Asian, Hawaiian, and Other Pacific Islander)
- Black/African American
- Hispanic/Latino
- White (not a protected group).

American Indian/Alaska Native and Two or More Races are included under Total Minorities but not separately reported.

If a person identifies as both Hispanic/Latino and some another group, they are recorded as Hispanic/Latino, and not as Two or More Races.

Consistent with long-standing agreements, we ask employees to self-identify Italian American

status, and create a separate Italian American Affirmative Action Plan.

To retain overall comparisons to individuals in federal categories and to prevent double counting, Italian Americans are not included in Total Minorities in either plan. If individuals indicate both Italian American and federally protected ethnicity categories, we default to the federally protected category, to prevent double counting.

We use federally mandated gender categories of male and female for purposes of this plan. Our system captures non-binary general identification, but only individuals specifically identifying as "female" are included in the federally protected gender category.

All School employees, except 1 have identified their gender and ethnicity for this reporting period. The School notes that employees are encouraged to self-identify, and while the system allows non-binary identification, the data reflects only the federally-mandated categories of male and female. Disability and Veteran status are priorities for future self-identification campaigns.

Labor Market Source Data

We compare the employee population with the Labor Market from which CUNY would reasonably recruit, train, or promote, by job group. We last updated Labor Market estimates in May 2019.

- For internal candidates, we utilized lists of CUNY-wide appointments over the 2017-2018 and 2018 - 2019 periods for weighting and lists of feeder jobs, using the demographics of the candidate groups as of the June 1, 2018 employee census.
- For external candidates, we utilized the US Census American Community Survey (ACS), 5-year estimate, 2013-2017 (final), extracted from University of Minnesota's Integrated Public User Microdata Sample (iPUMS).
- For faculty discipline-based estimates, we utilized the US Department of Education's National Center for Education Statistics' Integrated Post-Secondary Education Data System (IPEDS) completion data, 2015-2016 (final). We use the Classification of Instructional Programs (CIP) to identify disciplines.

WORKFORCE ANALYSIS

Workforce Analysis is a review of the representation of females and minorities by division, department and title, evaluating diversity by organizational unit rather than job group. We review the data organized by job title in order of rank or salary grade. We also review professorial faculty by tenure status within department. Due to length, Workforce Analysis charts are not included here.

JOB GROUPS, DISCIPLINES, AND MARKET DATA

Job Groups

We analyze data according to groups of jobs with similar duties and qualifications. CUNY establishes job groups and reviews them annually, as detailed in **Appendix C**. A major input is the federal Standard Occupational Classification (SOC) system. We also combine job groups into categories

based on the federal EEO-1 categories for some summary reports.

The next two pages provide a summary of staffing by job group, followed by a summary of professorial faculty by rank and tenure status.

School of Public Health   **Total Employees: 114**

Executive/Administrative/Managerial

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Admin 1: Executive	8	7	87.5%	4	50.0%	0	0.0%
Admin 2: Managerial	20	16	80.0%	12	60.0%	0	0.0%
Managerial: Info Tech	1	0	0.0%	1	100.0%	0	0.0%
Managerial: Security	1	1	100.0%	1	100.0%	0	0.0%

Professional Faculty

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Faculty: Professoriate	42	26	61.9%	14	33.3%	1	2.4%
Faculty: Librarian	1	1	100.0%	0	0.0%	0	0.0%
Faculty: Lecturer	4	1	25.0%	0	0.0%	0	0.0%

Professional Non-Faculty

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Admin 3: Professional	17	14	82.4%	13	76.5%	0	0.0%
Info Tech: Professional	5	2	40.0%	2	40.0%	0	0.0%

Technicians

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Engineering Technician	1	1	100.0%	1	100.0%	0	0.0%
Info Tech: Technician	2	0	0.0%	1	50.0%	0	0.0%

Craft Workers

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Basic Crafts-Buildings and Grounds	1	0	0.0%	1	100.0%	0	0.0%

Service Workers

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Campus Peace Officer	4	2	50.0%	4	100.0%	0	0.0%
Campus Security Assistant	4	2	50.0%	4	100.0%	0	0.0%
Custodial: Supervisory	1	0	0.0%	1	100.0%	0	0.0%
Custodial: Assistant	2	1	50.0%	2	100.0%	0	0.0%

School of Public Health
Total Professorial Faculty: 42

Status categories are: Tenure, Track Tenure, Substitute, and "Instructors or Others PSC" (not eligible for tenure).

Title	Ttl Empls	Female #	Female %	Minority #	Minority %	ItalAm #	ItalAm %
Asst Professor	9	5	55.6%	4	44.4%	0	0.0%
Tenured	2	1	50.0%	0	0.0%	0	0.0%
Track Tenure	7	4	57.1%	4	57.1%	0	0.0%
Assc Professor	17	12	70.6%	6	35.3%	0	0.0%
Tenured	11	8	72.7%	2	18.2%	0	0.0%
Track Tenure	6	4	66.7%	4	66.7%	0	0.0%
Professor	9	4	44.4%	2	22.2%	0	0.0%
Tenured	7	4	57.1%	1	14.3%	0	0.0%
Track Tenure	2	0	0.0%	1	50.0%	0	0.0%
Research Assistant Professor	2	2	100.0%	1	50.0%	0	0.0%
Instructors and others PSC	2	2	100.0%	1	50.0%	0	0.0%
Research Associate Professor	2	2	100.0%	0	0.0%	1	50.0%
Instructors and others PSC	2	2	100.0%	0	0.0%	1	50.0%
Dist Professor	3	1	33.3%	1	33.3%	0	0.0%
Instructors and others PSC	3	1	33.3%	1	33.3%	0	0.0%

COMPARISON OF WORKFORCE SUMMARY DATE (2020:2021)

There was no change in the total number of employees which maintained at 114.
Female representation increased from 70 to 74 and minority representation decreased from 63 to 61. The School maintained the Italian American in the professorial job group.

In Job Groups:

Executive/Administrative/Managerial:
The position of the Chief Executive was separated from the total count in the Administration 1 category based on the understanding that the position reports outside of the organization.

Total staff increased by 1 with the addition of a position in the managerial rank in Security. The position is held by a minority female.

Professional Faculty:
The total number of faculty increased to 47, adding 2 new faculty, one in the professorial rank and one in the Lecturer rank

The number of female faculty increased from 25 to 28, with minority representation maintaining at 14.

The School maintained the 1 Italian American in the professorial job group (Research Faculty title).

Professional Non-Faculty:
The total number of employees in this job group increased by 1 in the Administration 3: Professional group with the addition of a female hire. Minorities maintained at 14.

Technicians:
The total employees with female and minority representation is maintained.

Craft Workers:
The School maintained the number and representation in this job group.

Service Workers and Others:
The position of Campus Public Safety Sergeant was moved to the managerial rank.
All other titles in this job group were maintained as were females and minority counts.
Of the total 11 employees in this job group, 5 are females and all are minorities.

The School will continue to make a good faith effort to recruit and hire diverse candidates for vacancies, as they become available. We note here that the University has announced a severe fiscal crisis and has instituted a "hiring freeze" until further notice. University management has reserved the right to approve posting and hire for any critical vacancies that may arise during this period.

Summary of Faculty by Tenure Status:
The School has a total of 47 faculty. Of the 47, 42 faculty are in professorial titles.

- The School has 3 Distinguished Professors, of whom 1 is a minority female.

- The School has 9 Professors. Of the 7 tenured professors, 4 are female, 1 is a minority male. Of the 2 tenure-track professors, 1 is a minority male.

- The School has 17 Associate Professors. Of the 17 Associate Professors, 11 are tenured. 8 of the tenured are females and 2 are minorities.
  Of the 6 tenure-track Associate Professors, 4 are females, 3 of whom are minorities. There is one minority male.

- The School has 9 Assistant Professors. 2 are tenured with one female in the title. Of the 7 tenure-track Assistant Professors, 4 are females 2 of whom are minorities. There are 2 minority males.

- The School has 4 faculty in the Research-Faculty titles – all females, with 2 in the Research Associate Professor title and 2 in the Research Assistant Professor title. I individual is a minority female and one identifies as Italian-American.

- Other titles in faculty rank include 5 individuals as follows:
  1 Clinical Professor;
  1 Lecturer-Doctoral Schedule with a CCE;
  2 Distinguished Lecturers, of whom 1 is female; and
  1 Instructor- Librarian, who is female.

Labor Market Availability

Labor Market Availability is an estimate used to benchmark utilization of protected groups, by job group. It represents the proportion of each protected group available for employment in the labor market from which CUNY recruits (both internally and externally). CUNY last updated Labor Market Availability estimates in May 2019. **Appendix C** and **Appendix D** provide the basis for each calculation and details the factors we use. They cover the weighting of internal and external labor markets, geography, occupational qualifications, degree requirements, and academic discipline assignments.

UTILIZATION ANALYSIS

We compare CUNY's workforce with estimated Labor Market Availability by job group. We evaluate utilization for females, major federal ethnicity categories (Asian, Black/African American, and Hispanic/Latino and Total Minorities) and Italian Americans

We evaluate job groups with a minimum of five incumbents, with the caveat that analyzing groups of less than 30 employees may generate less reliable results.

The Dean's position reports outside of our establishment and is not included.

We report underutilization where the percent of individuals belonging to a protected group is less

than 80% below the labor market estimate, and the difference is equal to at least one full-time equivalent employee.

Appendix E details utilization/underutilization in each category (job group and/or academic discipline). We consider job groups and disciplines for which there is underutilization as priorities for placement goals and enhanced outreach when there are hiring opportunities.

Year-to-year variations in underutilization arise from a combination of changes in availability, hires, advancements, and separations. It is usually not possible to pinpoint a single, direct cause. In job groups with small numbers of employees, results may change substantially with small staffing changes.

The following pages summarize staffing and underutilization for each job group.

This is a summary of underutilization of protected groups by Job Group, organized by EEO Category. Only those Job Groups with five or more staff are reported.

This summary compares three measurements, each calculated using the Labor Market Availability estimates in place at that time.

   2019: Underutilization reported in the 2019 - 2020 plan (i.e., based on employee census as of 6/1/2019)
   2020: Underutilization reported in the 2020 - 2021 plan (i.e., based on employee census as of 6/1/2020)
   2021: Underutilization reported in the 2021 - 2022 plan (i.e., this plan).

When underutilization does not change year-to-year, the most common reason is that there has not been an opportunity to hire or promote into that particular group.

Executive/Administrative/Managerial

Admin 1: Executive

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino	Italian American
2021	8						1
2020	9						1
2019	9						1

Admin 2: Managerial

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino	Italian American
2021	20						2
2020	19						2
2019	16					1	2

Professional Non-Faculty

Admin 3: Professional

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino	Italian American
2021	17						2
2020	18						2
2019	18						2

Info Tech: Professional

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino	Italian American
2021	5		1		1		
2020	5				1		
2019	5				1		

Service Workers

Campus Security Assistant

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino	Italian American
2019	5						

This is a summary of underutilization, of protected groups by faculty Job Group. Only those groups with five or more faculty are reported.

This summary compares three measurements, each calculated against the Labor Market Availability estimates in place at that time.

2019: Underutilization reported in the 2019 - 2020 Plan (i.e., based on employee census as of 6/1/2019)
2020: Underutilization reported in the 2020 - 2021 Plan (i.e., based on employee census as of 6/1/2020)
2021: Underutilization reported in the 2021 - 2022 Plan (i.e., this plan).

Where underutilization does not change year-to-year, the most common reason is that there has not been an opportunity to hire or promote into that particular group.

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ AfricanAm.	Hispanic/ Latino	Italian American

Faculty: Professoriate

	Total Staff	Female	Total Minority	Asian/Nat Haw./OPI	Black/ AfricanAm.	Hispanic/ Latino	Italian American
2021	42						1
2020	41						1
2019	41				2		1

Utilization, Underutilization, and Placement Goals 2021

Two tables – 1) Staff and 2) Faculty-both Lecturer and Professorial show the summary of underutilization. The tables highlight the underutilization reported in 2020 compared to underutilization in 2021.

Staff:
Executive/Administrative/Managerial:
There are no underutilizations in the Executive/Administrative/Managerial category, except in the Italian American category where the underutilization of 1 Italian American in the Administration 1 category and the 2 Italian Americans in the Administration 2-Managerial category remains.

Professional Non-Faculty:
Administration 3: Professional: The underutilization of 2 Italian Americans in this category remains.
Info Tech: Professional: One underutilization of Black /African American in the IT Computer Professional category remains.

Service Workers and Others:
The number of positions in this category is less than 5 in the reporting year and therefore, not calculated for underutilization purpose.

Faculty:
Faculty-Professorial: Maintaining the record of 2020, the School reports no underutilization of female or minorities in the Biological and Biomedical Sciences discipline.

Health Professions and Related Programs: The School reported underutilization of 1 Black /African American. This underutilization has been eliminated in 2021.

Social Sciences: In 2020, based on the Labor Market Availability showed an underutilization of 1 Hispanic/Latino and the underutilization is maintained in 2021.

Italian American: The School shows an overall underutilization of 1 Italian American in the professorial job group.

The School will pay particular attention to the job groups /titles where underutilization is being consistently maintained. Under the current fiscal constraints, recruitment and hiring is either cancelled or on hold. Therefore, underutilization in areas where there is no opportunity to hire will remain. Efforts to reduce or eliminate such underutilization will be undertaken when there are opportunities to increase or fill positions.

OTHER ANALYSES

Personnel Activity

We review personnel actions for adverse impact. This means that we compare rates of hiring, promotion and termination of employees by gender and ethnicity and note material differences. We review activity for all job groups and report the results here for those groups with a material number of actions and/or applicants. **Appendix F** summarizes job actions, including tenure, by Gender and Ethnicity.

To estimate net changes by job group, we compare employee title changes between two reference dates (June 1, 2020 and June 1, 2021). We use this method to accommodate timing and issues in interpreting system data. This method produces a reasonable estimate but may leave out some actions, such as an employee changing job groups more than once over the year. We note hires, moves to a higher or lower job group, moves within a job group, and separations

Similar to procedures in financial accounting, employees who leave one job group to take a position in another are reported as separated from one group and joining another. We consider transfers between CUNY units as a separation from one campus and a hire in the other.

Federal guidelines state adverse selection may occur when any one group (protected or not) has a selection rate less than 80% of the selection rate of the most-selected group.

Tenure is a permanent status granted to professorial faculty and College Laboratory Technicians. Lecturers are eligible for a similar status, Certificate of Continuous Employment (CCE). Lecturers and College Laboratory Technicians are eligible after meeting service requirements. For professorial faculty, there are extensive reviews resulting in tenure recommendations to the President. We may hire some senior faculty with tenured status.

Summary of Personnel Activity by Job Group 2020-2021

The School showed the following personnel actions:
- The School made 7 hires from outside of CUNY. Of the 7 hires, 6 were females and 2 were minority females. 4 hires were made in the Professional faculty job group.
- There were 6 separations recorded, which included 2 faculty retirements.
- Other movements included:
    - 2 females gained tenure as Associate Professors. One was a tenure with promotion.
    - 1 minority female advanced from a lower job group to a higher job group (Security title).
    - 1 male who advanced from a lower job group to a higher job group in the Information Technology job group
    - 1 female returned to the faculty title from the Executive / Administrative / Managerial job group.

Italian American: Personnel data did not include any Italian American as impacted by hire, separation or movement.

Tenure is a permanent status granted to professorial faculty and College Laboratory Technicians. Lecturers are eligible for a similar status, Certificate of Continuous Employment (CCE). Lecturers and College Laboratory Technicians are eligible after meeting service requirements. For professorial faculty, there are extensive reviews resulting in tenure recommendations to the President. We may hire some senior faculty with tenured status.

Appendix F provides details of faculty receiving tenure/CCE status effective during the past plan year, covering those awarded tenure, hired with tenure (includes faculty rehired after long-term leaves), and denied tenure.

- The School hired a female professor with tenure.
- The School awarded tenure to 2 professorial females, one gaining promotion from Assistant Professor to Associate Professor.

Appendix F also provides details of exceptions approved through a Search Waiver process. These hires represent situations where extraordinary circumstances made it highly unlikely we could fill the position competitively. We also grant waivers for positions representing a transfer of funding sources. The Chief Diversity Officer and University management approve search waiver applications.

Search Waivers:
3 search waivers were requested by the School during the plan period June 1, 2020-May 31, 2021.

- In order to maintain efficient and seamless library operations at the School, the Instructor-Librarian position was transitioned from the prior CUNY campus where the library functions were located. The Instructor-Librarian was moved to the School to continue service and maintain operations.

- Two search waivers were requested for individuals with extraordinary qualifications: both are females appointed as a Distinguished Lecturer, and a Research Assistant Professor.

Recruiting Activity

CUNY is committed to equitable practices to recruit a diverse and highly qualified workforce. The Chief Diversity Officer reviews applicant data and recruiting outcomes to determine if there is a need to adjust recruiting and outreach plans.

Prior to posting a job vacancy, the Chief Diversity Officer reviews Physical and Mental Qualifications and posting language in general. They also review Recruiting Plans for intended outreach. We post open positions and Civil Services Notices of Exam on our careers page (for faculty, 30-60 days and for staff, 14-30 days).

We invite candidates to self-identify gender, race/ethnicity, disability status, and veteran status and inform them that self-identification is voluntary.

We conduct most faculty and administrative hiring by appointing a diverse Search Committee for initial screening. The Chief Diversity Officer provides an orientation, or "charge", to committee

members on effective selection practices, including practices aimed at reducing potential for bias. The Chief Diversity Officer reviews applicant pools for sufficient representation and certifies pools prior to committee review, and reviews selections again as searches near completion. Committees refer finalist candidates to the hiring manager(s) for a final selection.

Appendix G summarizes recruiting and selection by job group for searches concluded with a job offer between June 1, 2020 and May 31, 2021.

As per federal Internet Applicant guidelines, an "applicant" is someone who applies to a specific opening, has the minimum qualifications, is considered, and does not withdraw. We analyze applicant pools and selection rates for interviews, offers, and hires.

We report all searches resulting in an offer during the previous plan year. For some searches, notably faculty, there is a time gap between offer and start dates. To avoid a lag in reporting, we include searches based on date of accepted job offer, even if the employee has not started work before June 1. This circumstance explains differences between the personal activity reports and recruitment reports.

During the plan year, 2020-2021, the School successfully completed one search in the Administration 2 job group.
- The position received 113 applicants of whom 66 were females and 70 identified as minorities.
- 2 identified as Veterans and 12 identified as Individuals with Disabilities.
- Of the 113 applicants, 6 individuals were selected for interviews, of whom 4 were females. 3 of the interviewees identified as minorities.
- The School hired a female for the position.

Italian American:
Of the 113 applicants, 4 identified as Italian American; with 1 invited to interview.

The School notes that due to the hiring freeze by CUNY, 2 faculty searches and 5 staff position searches were postponed or cancelled. The School received approval to re-open the faculty searches in late spring 2021. Of the 5 staff searches, 3 received approval from CUNY to reopen. Searches were conducted over the summer. Results of these delayed searches will be included in the next annual report.

PART THREE: ACTION-ORIENTED PROGRAMS

This section provides a qualitative assessment of prior-year goal attainment and details efforts aimed at achieving next year's goals and addresses:
- Prior-Year Programs
- 2021-2022 Planned Programs
- Ongoing Activities
- Internal Audit and Reporting.

PRIOR-YEAR PROGRAMS

Last year, the School undertook the following to support Affirmative Action and create a climate of inclusion:

The SPH Strategic Framework includes baseline and developmental work on key goals to support the Vision and Mission of the School, and centers diversity, equity and inclusion values in each outcome:

Educational Excellence:
Provide rigorous, accessible, and innovative educational programs, in-person and online, that effectively prepare students, trainees, and fellows as public health thought leaders and professionals.

Research and Scholarship:
Advance high-quality research and scholarship that improves health outcomes, informs public health policy and practice, and creates social value.

Service and Community Impact:
Be a trusted, reciprocal, and respectful partner in advancing health equity in our local community, our state, and globally and serve as a reliable partner with the public and private agencies that serve the city and the state.

Student Success:
Enhance achievement, engagement, and well-being throughout the educational experience of a diverse body of students.

Professional Development:
Advance lifelong learning and other opportunities for the professional growth of the CUNY SPH community.

Organizational Excellence:
Serve as an effective steward of the public trust by operating as an effective, sustainable, and inclusive organization within a shared governance structure.

The work related to the outcomes of each goal has been steadily progressing, although the implementation of some DEI projects and activities linked to the strategic framework were limited or delayed due to the remote work environment.

Additionally, in Spring 2021, following the establishment of the Committee for Equity and Inclusion, members began their deliberations on the CEI mission and goals. To understand the status of DEI at the School, members utilized the CUPA-HR DEI Measurement Index Survey to identify areas of need and focus in 5 key factors at the School:

- Communication and Education
- Culture
- Assessment
- Infrastructure and Investment
- Compensation, Recruitment and Retention

The results of the survey were discussed as the baseline for developing goals for the CEI. The work continued in Fall 2021.

The CEI also intends to undertake a comprehensive campus climate survey in Spring 2021 to establish a baseline understanding from students, faculty and staff on DEI values and status at the School. Based on the recommendations of such a survey, the CEI will develop a School-wide DEI action plan.

2021-2022 PLANNED PROGRAMS

In this section, we affirm placement goals and key initiatives.

Planned Campus Programs, 2021-2022

As part of the Strategic Framework, the School intends to undertake a comprehensive needs assessment survey to assess and identify professional development and DEI needs at the School and provide appropriate information and training.

Program	Expected Impact/Job Group
Training for managers and supervisors with DEI lens	Staff
Revising HR processes to better serve the School	Faculty and staff
Schedule opportunities for open discussion on DEI topics	Students, faculty, and staff
Continue enhancing DEI lens in pedagogy and instruction	Students and faculty

ONGOING ACTIVITIES

The Chief Diversity Officer oversees all recruitment processes, including providing orientation and training search committees on fair and equitable search practices.

As noted above, recruitment and hiring was minimal during the period June 1, 2020 - May 31, 2021. The CDO met with 3 search committees to provide orientation and training with a focus on implicit bias and non-discrimination in the search process, and diversity focus in hiring.

The University Office of Human Resources provides extensive support for recruitment and hiring through the following actions:

- List job vacancies with State Workforce Agencies and Veterans' centers
- Maintain consolidated advertising programs, including job boards serving Veterans, Individuals with Disabilities, women, and protected minorities
- Maintain social media accounts for recruitment and employment branding
- Advertise and administer Civil Service examinations
- Distribute training materials on effective recruiting and selection
- Provide training and updates to Chief Diversity Officers.

Recruitment policies support diverse applicant pools through:

- Required posting of open positions and of Civil Service Notices of Exam; typical faculty vacancies are posted for 30-60 days and administrative vacancies are posted for 14-30 days
- Collecting applications in a single system where pre-established screening practices may be applied
- Inviting candidates to self-identify race/ethnicity, gender, veteran status, and disability status when applying; data is kept confidentially and used to analyze applicant pools
- For many positions, a diverse Search Committee evaluates candidates according to consistent, job-related criteria.

The CDO has established a documented workflow for managing recruitment, search and hiring processes. This workflow provides clearly documented applicant and interview reviews and therefore, transparency of the School's commitment to fair and equitable hiring and diversity.

Compliance Training:
CUNY has implemented an on-line training program for faculty and staff on sexual harassment prevention – ESPARC (Employee Sexual and Interpersonal Violence Prevention and Response Course). The CDO / Title IX Coordinator regularly reviews compliance by employees and collaborates with the Human Resources Office at the Graduate Center on completion reports and follow-up with individuals who have not completed the training within the specified time period.

The CDO/Title IX Coordinator also provides Title IX policy overview and information to faculty and staff at the beginning of the 2020-21 academic year. In September 2020, the CDO/Title IX Coordinator provided information and awareness sessions on CUNY's revised Policy on Sexual Misconduct.

INTERNAL AUDIT AND REPORTING
The Chief Diversity Officer posts and distributes notices of policies, new/revised regulations, and similar compliance information, and makes the Affirmative Action Plan available for public inspection. The CDO integrates compliance information into faculty, student and staff training programs.

The Chief Diversity Officer's responsibilities for audits and reviews include:

- Monitoring personnel actions, including new hires, transfers, promotions, and terminations
- Monitoring employee self-identification programs
- Reviewing recruiting outreach and advertising

- Monitoring complaints/incident reports which may indicate underlying trends
- Reviewing personnel practices and the Affirmative Action Plan with management
- Advising management of program effectiveness and providing recommendations for improvement.

The School maintains employment records in the CUNYFirst system used to provide the data underlying Affirmative Action Plans. Through the Plan Year, the Chief Diversity Officer, in collaboration with the Office of Human Resources, Graduate Center, scheduled regular audits of employee records in CUNYfirst to ensure data integrity and quality.

The University reports statistics and diversity metrics to the University community and the CUNY Board of Trustees.

APPENDICES

A. SUMMARY ORGANIZATION CHART
B. RE-AFFIRMATION LETTER
C. JOB GROUPS AND LABOR MARKET AVAILABILITY
D. ACADEMIC DEPARTMENTS BY DISCIPLINE AND COLLEGE LAB TECHNICIAN CATEGORY
E. UTILIZATION ANALYSIS (ADMINISTRATORS AND STAFF, COLLEGE LAB TECHNICIANS, FACULTY)
F. SUMMARY OF PERSONNEL ACTIVITIES
G. SUMMARY OF RECRUITMENT ACTIVITIES

Appendix A   **Organization Chart**

This Appendix contains a summary organization chart.

CUNY Graduate School of Public Health and Health Policy Organizational Chart – 10/12/2021

Dean

Top-level reporting units:
- Development
- Community Engagement
- Communications
- Diversity and Compliance
- Legal

Chief of Staff
See detail on SPH Chart

Administration
See detail on Admin Chart
- Business Services
- Human Resources
- Information Technology
- Public Safety
- Campus Operations (Facilities)

Sponsored Research and Programs
See detail on SPH Chart

Student and Academic Affairs
See detail on Student Affairs/Alumni Relations and Faculty Affairs Charts

Student Affairs & Alumni Relations
See detail on Student Affairs and Alumni Relations Chart
- Admissions
- Career Services and Alumni Affairs
- Student Life
- Student Wellness
- Registrar
- Financial Aid
- International Students

Faculty Affairs
See detail on Faculty Affairs Chart
- Academic Assessment and Planning
- Community Outreach and Internships

Centers and Institutes
- Center for Innovation in Mental Health
- CUNY Urban Food Policy Institute
- Center for Advancement of Technologies in Communication and Health
- Center for Global Immigrant and Refugee Health
- Center for System and Community Design
- Institute for Implementation Science in Public Health

CUNY Graduate School of Public Health and Health Policy
Organizational Chart – FT Faculty and Staff
10/12/2021

Deborah Levine
Community Outreach Program Director (HEO)

Sahana Gupta
Chief Diversity Officer
Shared w/ SOJ & SPS)

Carly Rome
Development Specialist (HEa)

Adam Doyno
Development Corp & Fdn Relns Director (HEO)

Ayman El-Mohandes
Dean

Ariana Costakes
Communications Electronic Media Mgr (HEA)

Sumana Chandra
Director of Communications (HEO)

VACANT
Digital Communications Manager

Patricia Stein
Executive Legal Counsel
(shared w/ SPS)

Doris Suarez
Chief of Staff
Assistant Administrator

Susan Klitzman
Professional School Senior Associate Dean for Administration

Michele Kiely
Professional School Associate Dean for Research

Ingrid Kalemi
Administrative Specialist (HEa)

Ashish Joshi
Professional School Senior Associate Dean for Academic and Student Affairs

Centers and Institutes

Jeanette Rodriguez
Confidential Executive Asst (HEa)

See detail on Admin Chart

Delphine Yagmanian
Research Programs Director (HEO)

See detail on Student Affairs/ Alumni Relations and Faculty Affairs Charts

Victoria Ngo
Director, Center for Innovation in Mental Health and Associate Professor

Jim Sherry
Director, Center for Global Immigrant and Refugee Health and Professor

Paulo Lellis
Administrative Specialist (Hea)

Theresa Matis
Exec Dir, Business Services and Finance (PSchool Assoc Admin)

Malini Lall
Research Programs Manager (HEA)

Lynn Roberts
Associate Dean for Student Affairs and Alumni Relations (proposed)

Marilyn Auerbach
Interim Associate Dean for Faculty Affairs

Nevin Cohen
Director, CUNY Urban Food Policy Institute and Associate Professor

Terry Huang
Director, Center for Systems and Community Design and Professor

Jerry Diaz
Motor Vehicle Operator (MVO)

Arthur McHugh
HR Director (HEO)

TBA
Grants Associate

See detail on Student Affairs and Alumni Relations Chart

See detail on Faculty Affairs Chart

Craig Willingham
Deputy Director, UFPI (HEO)

Nasim Sabounchi
Research Associate Professor

Mohit Arora
CIO
Computer Systems Manager IV

Susanna Marte
Community Outreach Program Director (Internships) (HEO)

Sergio Costa
Director of On-Line Learning and Lecturer

Patricia Lamberson
Student Wellness/ Healthy CUNY Manager (HEA)

Marie Sallice
Research Assistant Professor

Desiree Joyner
Campus Public Safety Sergeant (CPSS)

Laura Maltz
Student Career Pgrm. Mgr. (HEA)

Laura Meoli-Ferrigon
Academic IT Specialist

Louie Cao
Campus Operations Manager (HEA)

Monica Robles
Substitute Student Career Advisor (aHEO)

Robyn Gertner
Academic Affairs/ Assessment and Planning Director (HEO)

Denis Nash
Director, ISPH and Distinguished Professor

Honoria Guarino
Research Associate Professor

- - - - RF-Funded

Lauren Fowler
Academic Advising Coordinator (aHEO)

Matthew Paczkowski
Academic Student Support Program Specialist (HEa)

Alexis Feinberg
Institutional Research Specialist (HEa)

Drew Westmoreland
Research Assistant Professor

CUNY Graduate School of Public Health and Health Policy
Student Affairs and Alumni Relations
Organizational Chart – FT Faculty and Staff
10/12/2021

Ashish Joshi
Professional School
Senior Associate Dean for Student
and Academic Affairs

Lynn Roberts
Associate Dean for Student
Affairs and Alumni Relations

Margaret Krudysz
Director of Admissions
(HEO)

Molly Ghosh
Registrar (HEO)

Amina Alam
Recruitment and
Admissions Specialist
(HEa)

Melissa Been
Enrollment Specialist
(HEa)

Akilah Philip-Salmon
Admissions Coordinator
(aHEO)

Katucha Louis
Financial Aid Director
(HEO)

Velvet Brown
Student Life
Coordinator (aHEO)

Sherry Adams
Student Wellness Manager
(HEA)

Lea Dias
International Student
Manager (HEA)

CUNY Graduate School of Public Health and Health Policy
Faculty Affairs
Organizational Chart – FT Faculty and Staff
10/12/2021

Emily Pagano
Instructor – Librarian

Ana Ballet
Admin. Specialist (HEa)
(Shared w/ Administration)

Marilyn Auerbach
Interim Associate Dean
For Faculty Affairs

Ashish Joshi
Senior Associate Dean
For Student and Academic Affairs

Christian Grov
Professor & Chair
Community Health and Social Sciences'

Mary Schooling
Professor & Chair
Environmental, Occupational and Geospatial Health Sciences

Elizabeth Kelvin
Associate Professor and Chair
Epidemiology and Biostatistics

Terry Huang
Professor and Chair Health Policy and Management
(Sabbatical F'21)

Toya Cox
Academic Program Specialist

Himani Sharma
Academic Program Specialist

Community Health and Social Sciences

Spring Cooper
Associate Professor

Meredith Manze
Assistant Professor

Sergio Costa
Lecturer
(Sabbatical F'21)

Victoria Ngo
Associate Professor

Sasha Fleary
Associate Professor

Chris Palmedo
Clinical Professor

Nicholas Freudenberg
Distinguished Professor

Scott Ratzan
Distinguished Lecturer

Pedro Mateu Gelabert
Associate Professor

Diane Romero
Associate Professor

Environmental, Occupational and Geospatial Health Sciences

Karen Florez
Assistant Professor

Andrew Maroko
Associate Professor

Ann Gaba
Assistant Professor

Suzanne McDermott
Professor

Jean Grassman
Associate Professor

Brian Pavilonis
Associate Professor

Glen Johnson
Associate Professor

Ghada Soliman
Associate Professor

Ilias Kavouras
Professor

Epidemiology and Biostatistics

Luisa Borrell
Distinguished Professor
(Sabbatical F'21)

Denis Nash
Distinguished Professor

Jose Flórez-Arango
Associate Professor

Chloe Teasdale
Assistant Professor

Renee Goodwin
Professor

Levi Waldron
Associate Professor

Heidi Jones
Associate Professor

Kazia Wyka
Associate Professor
(Sabbatical F'21)

Sheng Li
Assistant Professor

Hongbin Zhang
Assistant Professor

Health Policy and Management

Nevin Cohen
Associate Professor

Bruce Lee
Professor

Kathleen Cravero
Distinguished Lecturer

Stacey Plichta
Professor

Betsy Eastwood
Associate Professor

Jim Sherry
Professor

Mustafa Hussein
Assistant Professor

Karmen Williams
Assistant Professor

Elizabeth Geltman
Associate Professor

Naomi Zwede
Assistant Professor

Sean Haley
Assistant Professor

*Excludes Research Faculty who are not affiliated with Academic Departments

CUNY Graduate School of Public Health and Health Policy
Administrative Services
Organizational Chart 10/12/2021

Jane E. Davis
University Executive Senior
Associate General Counsel

Susan Klitzman
Professional School
Senior Associate Dean
for Administration

Ana Ballet
Admin. Specialist (HEa)
(Shared w/ Faculty Affairs)

John Flaherty
Dir. of Security and Public
Safety, GC

Louie Cao
Admin Mgr - Campus
Operations (HEA)

- **Vanessa Colon**
  Facilities Coordinator
  Lv 1
- **Rodney Middleton**
  Custodial Asst.
  Principal Supervisor
- **Juan Guzman**
  Custodial Asst.
- **Lanessa Torres**
  Custodial Asst.

Theresa Matis
Exec Dir, Business
Services and Finance
(PSchool Assoc Admin)

- **Esther Cortorreal**
  Enrollment Bursar
  Director (HEO)
- **Anny Paguay**
  (College Assistant)
- **Sapphire Howard**
  Procurement
  Manager (HEA)
- **Yesenia Mena**
  Finance Payments
  Specialist (HEa)
- **Denise Maldonado**
  Finance Manager
  (HEA) eff. 11-1-21
- **Neptali Chungata**
  Budget Specialist
  (HEa)

Mohit Arora
CIO
Computer Systems
Manager IV

- **Atif Baig**
  Network/Systems
  Mgr.(IT Assoc II)
- **Larisa Naftaliyev**
  Security Liaison
  (IT Assoc I)
- **Michelle Finn**
  Helpdesk Supervisor
  (IT Assoc II)
- **William Ebertz**
  Media/Software
  Developer
  (IT Asst III)
- **VACANT**
  Programmer/Analyst
  (IT Asst III)
- **Jon Pratico**
  Helpdesk Technician
  (IT Asst.)
- **Marcos Fermin-Lopez**
  Helpdesk Technician
  (IT Support Asst.)
- **Robert Morvillo**
  Helpdesk Technician
  IT Support Asst.

Arthur McHugh
HR Director (HEO)

- **Daneen Anderson-Mercer**
  HR Mgr/ Associate
  Director (HEA)
- **Erina Theodore**
  HR Generalist (HEa)
- **Angie Rivera**
  Benefits and
  Timekeeping Spec.
  (HEa)

Desiree Joyner
Lieutenant (Campus
Sec. Asst. Dir Lv2)

- **Ravindra Arnold**
  CSA
- **Ricardo DeJesus**
  CPO
- **Nycole Destin**
  CSA
- **Pete Malachi**
  CPO

- **Sophiann McFarlane**
  CPO
- **Peggy Miller**
  Campus Peace
  CPO
- **Alexander Monserrat**
  CSA
- **Dawn Murrain**
  CSA

Appendix B   Reaffirmation Letter

APP

This Appendix contains the most recent Reaffirmation Letter.

CUNY SPH
GRADUATE SCHOOL OF
PUBLIC HEALTH & HEALTH POLICY

MEMORANDUM

To: Graduate School of Public Health and Health Policy (CUNY SPH)

From: Dean Ayman El-Mohandes

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

The City University of New York (CUNY) and the Graduate School of Public Health and Health Policy (CUNY SPH) are dedicated to maintaining an inclusive work and learning environment, and I write to strongly reaffirm our commitment, and my own commitment, to the principles of affirmative action, equal opportunity, and diversity. Accordingly, I am committed to oversee our compliance with the CUNY Policies and Procedures on Equal Opportunity, Non-Discrimination, and on Sexual Misconduct.

The Equal Opportunity and Non-discrimination Policy states CUNY's commitment to recruit, employ, retain, promote, and provide benefits to employees regardless of race, color, creed, national origin, ethnicity, ancestry, religion, age, sex, sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, unemployment status, pregnancy, or status as a victim of domestic violence/stalking/sex offenses, or any other legally prohibited basis in accordance with federal, state and city laws. I remind you that Italian Americans are included among CUNY's protected groups. Additionally, as a federal contractor, CUNY engages in affirmative action consistent with federal requirements.

I invite you to view the Equal Opportunity Policy and the Title IX – Policy on Sexual Misconduct:
Equal Opportunity and Non-Discrimination Policy
Title IX – Policy on Sexual Misconduct

The following administrators implement CUNY SPH's Diversity/Equal Opportunity/Affirmative Action Program:

Chief Diversity Officer/Title IX Coordinator/ADA-504 Coordinator
Sahana Gupta
55 West 125th Street, New York, NY 10027
Room 509; 646-364-9521/646-618-0129
Sahana.gupta@sph.cuny.edu

Director of Human Resources
Arthur McHugh Jr.
55 West 125th Street, New York, NY 10027
Room 715; 646-364-9764
Arthur.mchugh@sph.cuny.edu

Disability Coordinator
Jeanette Rodriguez
CUNY SPH
55 West 125th Street, New York, NY 10027
Room 724; 646-364-9770
Jeanette.rodriguez@sph.cuny.edu

Members of our campus community who become aware of allegations of discrimination or retaliation should encourage the aggrieved individual to report the alleged behavior. I ask for your continued support to ensure equal opportunity, affirmative action, and diversity and inclusion practices at CUNY SPH.

Appendix C   Job Group Summary

This Appendix contains a summary of Job Groups.

This report lists those CUNY job groups for which the college has employees. Labor Market Availability factors (LMA) are listed for each group. LMA Factor 1 is the external Labor Market measure. LMA Factor 2 is an internal factor for employees who could be recruited or promoted into the group based on historical data for CUNY overall).

Groups with fewer than five employees are listed here but will not be included in Utilization Analysis worksheets. Individuals in the Chief Executive role are not included in this report.

Titles added to CUNY's job system in the past year are listed at the end of this Appendix. Not all titles were utilized by the College.

Further details on Job Groups and Labor Market Availability are provided in the Narrative.

Full Time Employee Count (excluding Chief Executive):   114

Labor Market Availability is an estimate used to benchmark utilization by job group. It represents the proportion of each protected group available for employment in the labor market from which CUNY recruits, internally and externally. CUNY last calculated Labor Market Availability in 2019. We utilize the following factors:

Weighting of Internal/External Labor Market
The internal labor market is university-wide and currently reflects the full-time employee population. We produce a weighted estimate based on 2016-2017 and 2017-2018 job moves of CUNY employees. We also identify typical feeder jobs and other conditions, such as permanency status.

Geography
We base geographic factors on both CUNY policy and actual hiring experience.

- <u>National</u> labor market for Administration 1 (Executive), Faculty–Professorial, and Faculty–Instructor.

- <u>Two-state region</u> (New York and New Jersey) for Faculty-Lecturer. IPEDS completion data is only available by State and recruiting is regional rather than national.

- <u>New York State-only</u> labor market where New York State residency is required by statute:
    - College Security Assistant
    - Campus Peace Officer
    - Campus Public Safety Sergeant
    - Security Manager.

- <u>New York/New Jersey Metropolitan Statistical Area (MSA)</u> for remaining job groups. A review of hires in 2018-2019 indicated 98.6% of new hires in these groups reside within this MSA. This area represents a large and highly diverse population.

Qualifications – Other than Collegiate Faculty

- <u>Occupational Group</u>: Standard Occupational Classifications assigned to every job title, matched to Census Occupational Codes.

- <u>Degree Requirements</u>: the minimum requirement for the lowest-ranked job in each job group. These range from none through Master's level.

- <u>Experience</u>: where there is a requirement for a specific number of years of experience, we used age as a proxy, utilizing US Census standards; for example, a Bachelor's degree assumes a standard age of 21, and a Bachelor's degree plus four years of experience would correspond to a minimum age of 25.

To identify Italian American ancestry, we utilize US Census American Community Survey data, which contains ancestry information. Respondents may provide up to two ancestries. They may identify as Italian American exclusively or in combination with another ancestry. Categories for Italian American ancestry are Italian (051) and Sicilian (068). The agreed-upon calculation is 100% of the first response (e.g., "Italian", then "Irish" is counted at 100%) and 50% of the second response (e.g., "Irish", then "Italian" is counted at 50%). Individuals answering as both Italian and Sicilian, or either Italian or Sicilian with no other choice, are counted at 100%.

Category: Executive/Administrative/Managerial

Admin 1: Executive
Executive Compensation Plan (Other Than Chief Executive)

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	50.00%	ACS 2013-2017 Nationwide workforce with Bachelors Degree or Higher and age of 29 or above (proxy for eight years' of post-Bachelor's experience) and in selected occupations: 0010 (Chief Executives), 0020 (General and Operations Managers), 0060 (Public Relations and Fundraising Managers), 0100 (Administrative Services Managers), 0110 (Computer and Information Systems Managers), 0120 (Financial Managers), 0136 (Human Resources Managers), and 0230 (Education Administrators).
1-Ext Italian-Amer.		ACS 2013-2017 Nationwide workforce with Bachelors Degree or Higher and age of 29 or above (proxy for eight years' of post-Bachelor's experience) and in selected occupations: 0010 (Chief Executives), 0020 (General and Operations Managers), 0060 (Public Relations and Fundraising Managers), 0100 (Administrative Services Managers), 0110 (Computer and Information Systems Managers), 0120 (Financial Managers), 0136 (Human Resources Managers), and 0230 (Education Administrators). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	50.00%	Employees in the following titles: HE Officer, Professor, Associate Professor, IT Computer Systems Manager (Levels 5 and higher), or Chief Administrative Superintendent (Levels 4 and higher) as of 6/1/2018.

Employees: 8

Title	Employees
Assc Dean	1
Asst Administrator	1
Prof School Assoc Admin	1
Prof School Assoc Dean	2
Prof School Asst Admin	1
Prof School Sr Assoc Dean	2

Category: Executive/Administrative/Managerial

Admin 2: Managerial
Manager-Level Administrators

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	50.00%	ACS 2013-2017 NY/NJ MSA workforce with Bachelors Degree or Higher and age of 25 or above (proxy for four years' post-Bachelor's experience) and in selected occupations: 0020 (General and Operations Managers), 0060 (Public Relations and Fundraising Managers), 0200 (Administrative Services Managers), 0110 (Computer and Information Systems Managers), 0120 (Financial Managers), 0136 (Human Resources Managers), 0230 (Education Administrators), 0710 (Management Analysts), 2000 (Counselors), and 2100 (Lawyers).
1-Ext Italian-Amer.		ACS 2013-2017 NY/NJ MSA workforce with Bachelors Degree or Higher and age of 25 or above (proxy for four years' post-Bachelor's experience) and in selected occupations: 0020 (General and Operations Managers), 0060 (Public Relations and Fundraising Managers), 0200 (Administrative Services Managers), 0110 (Computer and Information Systems Managers), 0120 (Financial Managers), 0136 (Human Resources Managers), 0230 (Education Administrators), 0710 (Management Analysts), 2000 (Counselors), and 2100 (Lawyers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	50.00%	Employees in HE Assistant title as of 6/1/2018.

Employees: 20

Title	Employees
HE Associate	9
HE Officer	11

Managerial: Info Tech
Information Technology Managers (Managerial)

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	60.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement; six years' work experience (proxy minimum age of 23) and in the following occupation: 0110 (Computer and Information Systems Managers).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce,no degree requirement; six years' work experience (proxy minimum age of 23) and in the following occupation: 0110 (Computer and Information Systems Managers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	40.00%	Employees in the title IT Senior Associate, Civil Service permanency not required, as of 6/1/2018.

Employees: 1

Title	Employees
IT Computer Systems Mgr	1

Category: Executive/Administrative/Managerial

Managerial: Security
Campus Security Managers (Managerial)

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	55.00%	2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher with seven years' experience (proxy minimum age of 24) in the following occupations: 0425 (Emergency Management Directors) and 3710 (First-Line Supervisors of Police and Detectives).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher with seven years' experience (proxy minimum age of 24) in the following occupations: 0425 (Emergency Management Directors) and 3710 (First-Line Supervisors of Police and Detectives). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	45.00%	Employees with Civil Service permanency in the titles Campus Public Safety Sergeant or Campus Security Specialist as of 6/1/2018.

Employees: 1

Title	Employees
Campus Security Asst Dir	1

Category: Professional Faculty

Faculty: Lecturer

Lecturer Faculty excluding Librarians. Lecturers are eligible for a certificate of continuous employment but not tenure.

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Bachelor's or Masters, NY and NJ, for selected disciplines (first and second majors), not weighted.
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce with Bachelor's Degree or Master's Degree. Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	0.00%	NA

Employees: 4

Title	Employees
Clinical Professor	1
Dist Lecturer	2
Lecturer Doct Sch	1

Faculty: Librarian

CUNY Librarians with faculty appointments

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Master's level only, Nationwide, for Library Science Discipline.
1-Ext Italian-Amer.		2013-2017 ACS, Nationwide workforce with Master's Degree in the occupation Librarian (2430). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	0.00%	NA

Employees: 1

Title	Employees
Instructor	1

Category: Professional Faculty

Faculty: Professoriate
Tenure-eligible faculty (excluding Librarians) for whom a terminal degree such as a Doctorate is required.

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors), not weighted.
1-Ext Italian-Amer.		2013-2017 ACS, Nationwide workforce, with Doctoral Degree, in the occupation 2200 (Post-Secondary Teachers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	100.00%	NA

Employees: 42

Title	Employees
Assc Professor	17
Asst Professor	9
Dist Professor	3
Professor	9
Research Assistant Professor	2
Research Associate Professor	2

Category: Professional Non-Faculty

Admin 3: Professional
Entry and Mid-Level Administrators (Professionals)

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	85.00%	ACS 2013-2017 NY/NJ MSA workforce with Bachelor's Degree or Higher and in the following occupations: 0630 (Human Resources Workers), 0740 (Business Operations Specialists), 0820 (Budget Analysts), 2000 (Counselors), 2550 (Education/Training/Library Workers), 2825 (Public Relations Specialists), 5000 (Supervisors of Office and Admin Support Workers), and 5250 (Customer Service Representatives).
1-Ext Italian-Amer.		ACS 2013-2017 NY/NJ MSA workforce with Bachelor's Degree or Higher and in the following occupations: 0630 (Human Resources Workers), 0740 (Business Operations Specialists), 0820 (Budget Analysts), 2000 (Counselors), 2550 (Education/Training/Library Workers), 2825 (Public Relations Specialists), 5000 (Supervisors of Office and Admin Support Workers), and 5250 (Customer Service Representatives). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	15.00%	Employees who hold BA degrees and are in the following job groups: CUNY Office Assistant, CUNY Administrative Assistant, Accountant Technician or Accountant Professional as of 6/1/2018.

Employees: 17

Title	Employees
Asst to HEO	3
HE Assistant	14

Category: Professional Non-Faculty

Info Tech: Professional
Information Technology Professionals

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	75.00%	2013-2017 ACS, NY/NJ MSA, High School Diploma or higher plus four years of Post-High School experience (proxy minimum age of 21) in the following occupations: 0740 (Business Operations Specialists), 1006 (Computer Systems Analysts), 1010 (Computer Programmers), 1020 (Software Developers, Applications and Systems Software), 1030 (Web Developers), 1060 (Database Administrators), and 1105 (Network and Computer Systems Administrators).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA, High School Diploma or Higher plus four years of Post-High School experience (proxy minimum age of 21) in the following occupations: 0740 (Business Operations Specialists), 1006 (Computer Systems Analysts), 1010 (Computer Programmers), 1020 (Software Developers, Applications and Systems Software), 1030 (Web Developers), 1060 (Database Administrators), and 1105 (Network and Computer Systems Administrators). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	25.00%	Employees in the IT Support Assistant and CUNY Office Assistant titles, Civil Service permanency not required, as of 6/1/2018

Employees: 5

Title	Employees
IT Associate	3
IT Asst	2

Category: Technicians

Engineering Technician
Engineering and Architectural Technicians

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	As no unit has a minimum of five employees, availability is not calculated.
1-Ext Italian-Amer.		As no unit has a minimum of five employees, availability is not calculated.
2-Internal (all groups)	0.00%	NA

Employees: 1

Title	Employees
Facilities Coord	1

Info Tech: Technician
IT Technical Support Workers

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher in the following occupation: 1050 (Computer Support Specialists).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher in the following occupation: 1050 (Computer Support Specialists). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	0.00%	NA

Employees: 2

Title	Employees
IT Support Asst	2

Category: Craft Workers

Basic Crafts-Buildings and Grounds
Buildings and Grounds Workers

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	80.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupations: 4210 (First-Line Supervisors of Landscape/Lawn Service/Grounds Workers), 4250 (Grounds Maintenance Workers), 7200 (Automotive Service Technicians and Mechanics), 7340 (Maintenance and Repair Workers-General), 9140 (Tax Drivers and Chauffeurs), and 9120 (Bus Drivers).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupations: 4210 (First-Line Supervisors of Landscape/Lawn Service/Grounds Workers), 4250 (Grounds Maintenance Workers), 7200 (Automotive Service Technicians and Mechanics), 7340 (Maintenance and Repair Workers-General), 9140 (Tax Drivers and Chauffeurs), and 9120 (Bus Drivers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	20.00%	Employees in the Custodian and Custodial Supervisor job groups, and employees in Helper titles in the Laborers and Helpers job group, Civil Service permanency not required, as of 6/1/2018.

Employees: 1

Title	Employees
Motor Vehicle Operator	1

Category: Service Workers

Campus Peace Officer
Campus Security-Mid Level Staff

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	80.00%	2013-2017 ACS, New York State residents within the NY/NJ MSA workforce, with one year or more of College and in the occupation of 3850 (Police and Sheriffs Patrol Officers).
1-Ext Italian-Amer.		2013-2017 ACS, New York State residents within the NY/NJ MSA workforce with one year or more of College and in the occupation of 3850 (Police and Sheriffs Patrol Officers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	20.00%	Employees in the title of Campus Security Assistant, Civil Service permanency not required, as of 6/1/2018.

Employees: 4

Title	Employees
Campus Peace Officer	4

Campus Security Assistant
Campus Security-Entry Level Staff

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, New York State residents within the NY/NJ MSA workforce with High School Diploma or higher and one year of work experience (using proxy of minimum age of 18) and in the occupation of 3930 (Security Guards and Gaming Surveillance Officers).
1-Ext Italian-Amer.		2013-2017 ACS, New York State residents within the NY/NJ MSA with High School Diploma or higher and one year of work experience (using proxy of minimum age of 18) and in the occupation of 3930 (Security Guards and Gaming Surveillance Officers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	0.00%	NA

Employees: 4

Title	Employees
Campus Security Asst	4

Category: Service Workers

Custodial: Assistant
Custodians-Entry Level

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the occupation 4220 (Janitors and Building Cleaners).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupation: 4220 (Janitors and Building Cleaners). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	0.00%	NA

Employees: 2

Title	Employees
Custodial Assistant	2

Custodial: Supervisory
Custodial Supervisors

Labor Market Availability Factors

Factor	Weight	Explanation
1-External	45.00%	2013-2017 ACS, NY/NJ MSA workforce, 8th Grade education or higher and in the occupation 4200 (First-Line Supervisors/Managers of Housekeeping and Janitorial Workers).
1-Ext Italian-Amer.		2013-2017 ACS, NY/NJ MSA workforce, 8th Grade education or higher and in the occupation 4200 (First-Line Supervisors/Managers of Housekeeping and Janitorial Workers). Italian American = 100% of First Ancestry and 50% of Second Ancestry for 051 (Italian) and 068 (Sicilian).
2-Internal (all groups)	55.00%	Employees in the Custodial job group who are not temporary as of 6/1/2018.

Employees: 1

Title	Employees
Custodial Asst Principal Supv	1

In the last Academic Year, CUNY added the titles listed below (not all are used at the College)

Job Code and Title Name	Job Group
200602 Univ VC Std Aff and Enrollment	Admin 1: Executive
200604 Exec Dir Acad Aff-AstAdm	Admin 1: Executive
200605 Exec Dir Fellow and PSP-AstAdm	Admin 1: Executive
200606 Exec Dir CyberSec Prg-AstAdm	Admin 1: Executive
500302 Fleet Coordinator	Basic Crafts-Buildings and Grounds

Appendix E-1   Utilization Analysis -Staff Job Groups

This Appendix provides a utilization analysis for each staff job group that has five or more employees.

Underutilization occurs where the utilization of a protected group is less than 80% of Labor Market Availability. We calculate a number approximating the number of full-time employees that would be needed to make utilization equal to the labor market. Where utilization is zero (0), underutilization exists but not to the level of one full-time equivalent employee. Blanks indicate no underutilization.

Underutilization numbers for females and total minorities represent placement goals as prescribed for federal Affirmative Action Plans.

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

Category: Executive/Administrative/Managerial

Job Group: **Admin 1: Executive**

Description: Executive Compensation Plan (Other Than Chief Executive)

Full-Time Employees: 8

Employees in this group hold the following titles:

Title ID	Title Name
04320	Assc Dean
04723	Asst Administrator
04333	Prof School Assoc Admin
04128	Prof School Assoc Dean
04332	Prof School Asst Admin
04129	Prof School Sr Assoc Dean

Utilization Report					
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**	**Italian American**
Number of Employees	7	4	2	1	1	0
Underutilized (Y = Yes)						Y
Number Underutilized						1
Actual Utilization Percent	87.5%	50.0%	25.0%	12.5%	12.5%	0.0%
Labor Market Avail. Percent	44.2%	27.7%	9.8%	8.8%	7.9%	7.2%

Category: Executive/Administrative/Managerial

Job Group: **Admin 2: Managerial**

Description: Manager-Level Administrators

Full-Time Employees: 20

Employees in this group hold the following titles:

Title ID	Title Name
04075	HE Associate
04097	HE Officer

Utilization Report					
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**	**Italian American**
Number of Employees	16	12	3	6	3	0
Underutilized (Y = Yes)						Y
Number Underutilized						2
Actual Utilization Percent	80.0%	60.0%	15.0%	30.0%	15.0%	0.0%
Labor Market Avail. Percent	57.4%	48.1%	11.0%	19.6%	15.7%	10.0%

Category: Professional Non-Faculty

Job Group: **Admin 3: Professional**

Description: Entry and Mid-Level Administrators (Professionals)

Full-Time Employees: 17

Employees in this group hold the following titles:

Title ID	Title Name
04017	Asst to HEO
04099	HE Assistant

Utilization Report					
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**	**Italian American**
Number of Employees	14	13	2	5	6	0
Underutilized (Y = Yes)						Y
Number Underutilized						2
Actual Utilization Percent	82.4%	76.5%	11.8%	29.4%	35.3%	0.0%
Labor Market Avail. Percent	69.0%	43.4%	12.3%	16.7%	12.5%	12.8%

Category: Professional Non-Faculty

Job Group: **Info Tech: Professional**

Description: Information Technology Professionals

Full-Time Employees: 5

Employees in this group hold the following titles:

Title ID	Title Name
04877	IT Associate
04875	IT Asst

Utilization Report					
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**	**Italian American**
Number of Employees	2	2	1	0	1	0
Underutilized (Y = Yes)		Y	Y	Y		Y
Number Underutilized		1	0	1		0
Actual Utilization Percent	40.0%	40.0%	20.0%	0.0%	20.0%	0.0%
Labor Market Avail. Percent	42.3%	55.7%	28.0%	13.3%	12.7%	8.2%

Appendix E-3   Utilization Analysis - Faculty by Job Group

The Appendix provides a utilization analysis for Faculty for each Job Group where there are five or more employees.

Underutilization occurs where the utilization of a protected group is less than 80% of Labor Market Availability. We calculate a number approximating the number of full-time employees that would be needed to make utilization equal to the labor market. Where utilization is zero (0), underutilization exists but not to the level of one full-time equivalent employee. Blanks indicate no underutilization.

Underutilization numbers for females and total minorities represent specific placement goals as prescribed for federal Affirmative Action Plans. Note that the official underutilization measures are those calculated for the academic discipline, which may comprise more than one department.

Total Minority is comprised of Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, American Indian/Alaska Native and Two or More Races. Italian American is a reported category but not included in the federal Total Minority grouping.

Job Group   **Faculty: Professoriate**
Total Faculty: 42

	Utilization Report					
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**	**Italian American**
Number of Faculty	26	14	7	3	4	1
Underutilized (Y = Yes)						Y
Number Underutilized						1
Actual Utilization Percent	61.9%	33.3%	16.7%	7.1%	9.5%	2.4%
Labor Market Avail. Percent	42.5%	24.9%	14.0%	4.2%	4.8%	5.3%

Appendix F-1   **Personnel Activity**

This Appendix provides tables with detail on personnel activities.

Part One provides detail on personnel activity in the categories noted below, evaluated by job group and by EEO Category.

The charts provided here represent only those job groups and EEO Categories with a material level of activity.

Campus Summary-All Job Groups

	Net Campus Changes #	Net Campus Changes %	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type	
			Additions #	Additions %	Hire (Outside CUNY and Other CUNY College)	Transfers or Promotions into Current Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Transfers or Promotions out of Last Year's Job Group
Total	1		10		7	3	(9)		(6)	(3)
Male	(3)	300%	2	20%	1	1	(5)	56%	(4)	(1)
Female	4	400%	8	80%	6	2	(4)	44%	(2)	(2)
Other/Unknown	-	0%	-	0%	-	-	-	0%	-	-
Total Min	(2)	200%	3	30%	2	1	(5)	56%	(4)	(1)
Asian	(2)	200%	-	0%	-	-	(2)	22%	(2)	-
Black	1	100%	2	20%	1	1	(1)	11%	-	(1)
Hispanic	(1)	100%	1	10%	1	-	(2)	22%	(2)	-
Other Minority	-	0%	-	0%	-	-	-	0%	-	-
Italian-American	-	0%	-	0%	-	-	-	0%	-	-
White (Not Ital)	3	300%	7	70%	5	2	(4)	44%	(2)	(2)
All White	3	300%	7	70%	5	2	(4)	44%	(2)	(2)
Unknown	-	0%	-	0%	-	-	-	0%	-	-

Veterans	-	0%	-	0%	-	-	-	0%	-	-
Individuals w/Disabilities	-	0%	-	0%	-	-	-	0%	-	-

This chart displays net changes among all job groups. Therefore, transfers into a job group equal transfers out of a job group when viewed on a College-wide basis. Hires and separations include outside hires/separations and hires/separations from another CUNY unit.

EEO Category Summary
Executive/Administrative/Managerial

	Net Category Changes	NET ADDITIONS Additions #	Additions %	Additions by Type External Hires (CUNY or College)	Transfers or Promotions into this category	NET SUBTRACTIONS Subtractions #	Subtractions %	Subtractions by Type Separation (Left College or Left CUNY)	Transfers or Promotions out of this category	CHANGES WITHIN CATEGORY (not counted in totals) Advancements	Other Changes
Total	1	2		1	1	(1)		-	(1)	-	-
Male	-	-	0%	-	-	-	0%	-	-	-	-
Female	1	2	100%	1	1	(1)	100%	-	(1)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	1	1	50%	-	1	-	0%	-	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	1	1	50%	-	1	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
Italian-American	-	-	0%	-	-	-	0%	-	-	-	-
White (Not Ital)	-	1	50%	1	-	(1)	100%	-	(1)	-	-
All White	-	1	50%	1	-	(1)	100%	-	(1)	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of an EEO Job Category, which normally includes more than one job group. Moves between job groups within a category may appear in the "Internal Advancements" column.

EEO Category Summary
Professional Faculty

	Net Category Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN CATEGORY (not counted in totals)	
		Additions #	Additions %	External Hires (CUNY or College)	Transfers or Promotions into this category	Subtractions #	Subtractions %	Separation (Left College or Left CUNY)	Transfers or Promotions out of this category	Advancements	Other Changes
Total	2	5		4	1	(3)		(3)	-	1	-
Male	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Female	3	5	100%	4	1	(2)	67%	(2)	-	1	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	1	20%	1	-	(1)	33%	(1)	-	-	-
Asian	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Black	1	1	20%	1	-	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
Italian-American	-	-	0%	-	-	-	0%	-	-	-	-
White (Not Ital)	2	4	80%	3	1	(2)	67%	(2)	-	1	-
All White	2	4	80%	3	1	(2)	67%	(2)	-	1	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of an EEO Job Category, which normally includes more than one job group. Moves between job groups within a category may appear in the "Internal Advancements" column.

EEO Category Summary
Professional Non-Faculty

	Net Category Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN CATEGORY (not counted in totals)	
		Additions #	Additions %	External Hires (CUNY or College)	Transfers or Promotions into this category	Subtractions #	Subtractions %	Separation (Left College or Left CUNY)	Transfers or Promotions out of this category	Advance-ments	Other Changes
Total	(1)	2		1	1	(3)		(3)	-	-	-
Male	(2)	1	50%	-	1	(3)	100%	(3)	-	-	-
Female	1	1	50%	1	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(2)	1	50%	1	-	(3)	100%	(3)	-	-	-
Asian	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	(1)	1	50%	1	-	(2)	67%	(2)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
Italian-American	-	-	0%	-	-	-	0%	-	-	-	-
White (Not Ital)	1	1	50%	-	1	-	0%	-	-	-	-
All White	1	1	50%	-	1	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of an EEO Job Category, which normally includes more than one job group. Moves between job groups within a category may appear in the "Internal Advancements" column.

EEO Category Summary

Technicians

	Net Category Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN CATEGORY (not counted in totals)	
		Additions #	Additions %	External Hires (CUNY or College)	Transfers or Promotions into this category	Subtractions #	Subtractions %	Separation (Left College or Left CUNY)	Transfers or Promotions out of this category	Advance-ments	Other Changes
Total	-	1		1	-	(1)		-	(1)	-	-
Male	-	1	100%	1	-	(1)	100%	-	(1)	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	-	0%	-	-	-	0%	-	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
Italian-American	-	-	0%	-	-	-	0%	-	-	-	-
White (Not Ital)	-	1	100%	1	-	(1)	100%	-	(1)	-	-
All White	-	1	100%	1	-	(1)	100%	-	(1)	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of an EEO Job Category, which normally includes more than one job group. Moves between job groups within a category may appear in the "Internal Advancements" column.

EEO Category Summary

Service Workers and Others

	Net Category Changes	NET ADDITIONS Additions #	Additions %	Additions by Type External Hires (CUNY or College)	Transfers or Promotions into this category	NET SUBTRACTIONS Subtractions #	Subtractions %	Subtractions by Type Separation (Left College or Left CUNY)	Transfers or Promotions out of this category	CHANGES WITHIN CATEGORY (not counted in totals) Advancements	Other Changes
Total	(1)	-		-	-	(1)		-	(1)	-	-
Male	-	-	0%	-	-	-	0%	-	-	-	-
Female	(1)	-	0%	-	-	(1)	100%	-	(1)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(1)	-	0%	-	-	(1)	100%	-	(1)	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	(1)	-	0%	-	-	(1)	100%	-	(1)	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
Italian-American	-	-	0%	-	-	-	0%	-	-	-	-
White (Not Ital)	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of an EEO Job Category, which normally includes more than one job group. Moves between job groups within a category may appear in the "Internal Advancements" column.

Appendix F-2   Tenure Actions

This Appendix presents a summary of tenure actions.

Tenure is a permanent status awarded on the basis of years of service and/or academic or research achievement.

Faculty in Professorial titles (other than visiting) are eligible for tenure which is awarded based on academic or research achievement and service. College Laboratory Technicians are eligible for tenure based on years of service, and Lecturers are eligible for a Certificate of Continuous Employment (CCE) based on years of service. K-12 Teachers and Counselors are also eligible for tenure.

Tenure is effective on September 1 of each academic year. Individuals listed here were awarded tenure effective September 1, 2020 (during this past plan year).

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

Envirnmntl, OccuptNl & Geospl

Professor	Hired with Tenure	Tenured		Female	White

Epidemiology and Biostatistics

Assc Professor	Gained Tenure	Tenured		Female	White

Health Policy and Management

Assc Professor	Gained Tenure	Tenured		Female	White

Summary for the College

Total Staff:		Ttl Minority	Asian	Black/AfAm	Hispanic	Ital Amer	White Not Ital	Oth/Unk
3	**Female**	0	0	0	0	0	3	0
0	**Male**	0	0	0	0	0	0	0
0	**Oth/Unk**	0	0	0	0	0	0	0
3	**Total**	0	0	0	0	0	3	0

Appendix G-1   Summary of Recruiting Activities

This Appendix provides detail the candidate pools and outcomes of searches.

Detail is provided on applicants, interviews, and offers. The scope of this report includes searches which officially concluded by a job offer during the previous plan year (June 1, 2020 through May 31, 2021).

CUNY Graduate School of Public Health

Summary - All Searches
Total: 1

	Records	Applicants	Appl%		Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
Total/Selection Rate (compare to applicants)	182	113	62%		6	5.3%	1	0.9%	1	0.9%
Male	48	33	29%		2	6.1%	-	0.0%	-	0.0%
Female	109	66	58%		4	6.1%	1	1.5%	1	1.5%
Other	3	-	0%		-	0.0%	-	0.0%	-	0.0%
Unknown	22	14	12%		-	0.0%	-	0.0%	-	0.0%
Total Minorities	117	70	62%		3	4.3%	-	0.0%	-	0.0%
Asian	25	12	11%		1	8.3%	-	0.0%	-	0.0%
Black	54	40	35%		-	0.0%	-	0.0%	-	0.0%
Hispanic	32	16	14%		2	12.5%	-	0.0%	-	0.0%
Other inc 2 or more	6	2	2%		-	0.0%	-	0.0%	-	0.0%
Italian-American	4	4	4%		1	25.0%	-	0.0%	-	0.0%
White (Not Ital)	48	30	27%		2	6.7%	1	3.3%	1	3.3%
Total White	52	34	30%		3	8.8%	1	2.9%	1	2.9%
Unknown Ethnicity	13	9	8%		-	0.0%	-	0.0%	-	0.0%

Veterans	2	2	2%		-	0.0%	-	0.0%	-	0.0%
Indiv. w Disabilities	12	9	8%		1	11.1%	-	0.0%	-	0.0%

Least Selected:		Least Selected:		Least Selected:	
Not Female	*Adverse*	Not Female	*Adverse*	Not Female	*Adverse*
Ttl Minorities	*Adverse*	Ttl Minorities	*Adverse*	Ttl Minorities	*Adverse*

CUNY Graduate School of Public Health

Category Summary

Executive-Administrative-Managerial

	Records	Applicants	Appl%		Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
Total/Selection Rate (compare to applicants)	182	113	62%		6	5%	1	1%	1	0.88%
Male	48	33	29%		2	6%	-	0%	-	0.00%
Female	109	66	58%		4	6%	1	2%	1	1.52%
Other	3	-	0%		-	0%	-	0%	-	0.00%
Unknown	22	14	12%		-	0%	-	0%	-	0.00%
Total Min	117	70	62%		3	4%	-	0%	-	0.00%
Asian	25	12	11%		1	8%	-	0%	-	0.00%
Black	54	40	35%		-	0%	-	0%	-	0.00%
Hispanic	32	16	14%		2	13%	-	0%	-	0.00%
Other inc 2 or more	6	2	2%		-	0%	-	0%	-	0.00%
Italian-American	4	4	4%		1	25%	-	0%	-	0.00%
White (Not Ital)	48	30	27%		2	7%	1	3%	1	3.33%
Total White	52	34	30%		3	9%	1	3%	1	2.94%
									-	
Unknown Ethnicity	13	9	8%		-	0%	-	0%	-	0.00%

Veterans	2	2	2%		-	0%	-	0%	-	0%
Indiv. w Disabilities	12	9	8%		1	11%	-	0%	-	0%

Least Selected: Least Selected: Least Selected:
Not Female   *Adverse*   Not Female   *Adverse*   Not Female   *Adverse*
Ttl Minorities   *Adverse*   Ttl Minorities   *Adverse*   Ttl Minorities   *Adverse*

CUNY Graduate School of Public Health

Job Group Summary
Administration 2 (Managers)

	Records	Applicants	Appl%		Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
Total/Selection Rate (compare to applicants)	182	113	62%		6	5%	1	1%	1	1%
Male	48	33	29%		2	6%	-	0%	-	0%
Female	109	66	58%		4	6%	1	2%	1	2%
Other	3	-	0%		-	0%	-	0%	-	0%
Unknown	22	14	12%		-	0%	-	0%	-	0%
Total Min	117	70	62%		3	4%	-	0%	-	0%
Asian	25	12	11%		1	8%	-	0%	-	0%
Black	54	40	35%		-	0%	-	0%	-	0%
Hispanic	32	16	14%		2	13%	-	0%	-	0%
Other inc 2 or more	6	2	2%		-	0%	-	0%	-	0%
Italian-American	4	4	4%		1	25%	-	0%	-	0%
White (Not Ital)	48	30	27%		2	7%	1	3%	1	3%
Total White	52	34	30%		3	9%	1	3%	1	3%
Unknown Ethnicity	13	9	8%		-	0%	-	0%	-	0%
Veterans	2	2	2%		-	0%	-	0%	-	0%
Indiv. w Disabilities	12	9	8%		1	11%	-	0%	-	0%

Least Selected:		Least Selected:		Least Selected:	
Not Female	*Adverse*	Not Female	*Adverse*	Not Female	*Adverse*
Ttl Minorities	*Adverse*	Ttl Minorities	*Adverse*	Ttl Minorities	*Adverse*

Appendix G-2　　　　**Exceptions to the Search Process**

APP

This Appendix lists search exceptions.

Search requirements may be waived in rare situations. Positions are identified by title and department with information on the basis of the waiver. Individuals are not identified.

The waiver process requires an application with justification of why a search could not be performed.

This listing includes waivers that were scheduled to be effective during the Plan Year. Waivers granted to correct minor search issues are not included. Note that some candidates may have declined or delayed their appointments.

APP F3-1

Dist Lecturer	**Gender**	**Ethnicity**
Global and Migrant Health Policy	Female	White
Basis Extraordinary Qualifications		

Instructor	**Gender**	**Ethnicity**
SPH Library	Female	White
Basis Required for Operations		

Research Assistant Professor	**Gender**	**Ethnicity**
Implementation Science in Public Health Institute (ISPH)	Female	White
Basis Extraordinary Qualifications		