

**2021-2022 AFFIRMATIVE ACTION REPORT  
2022-2023 AFFIRMATIVE ACTION PLAN  
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)**

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This plan is available for review at:

Room 509, 55 West 125<sup>th</sup> Street, New York, NY 10027 by appointment during business hours and on the School's website.

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# PART ONE: INTRODUCTION AND BACKGROUND

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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 over 25 affirmative action establishments at the City University of New York (CUNY).

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 of Trustees’ resolutions, and CUNY policy.

**The employee census date is June 1, 2022.**

**The reporting year is June 1, 2021 – May 31, 2022.**

**The program plan year is September 1, 2022 – August 31, 2023.**

We address disruptions during 2021-2022 due to the COVID-19 pandemic outbreak.

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 September 2022.

## OVERVIEW

### Location

55 West 125<sup>th</sup> Street, Room 710, New York, NY 10027

### Degrees

Master of Public Health (MPH) concentrations in five knowledge areas:

- Community Health
- Environmental and Occupational Health Sciences
- Epidemiology and Biostatistics
- Health Policy and Management
- Public Health Nutrition

The School offers Master of Science (MS) Degree Programs in

- Environmental and Occupational Health Sciences
- Global and Migrant Health Policy (online)
- Population Health Informatics (online)
- Health Communication for Social Change (online)

The School 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 and in 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 125<sup>th</sup> 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. In 2016, faculty, staff and students transferred to the new entity and moved to a new campus in Harlem. 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.

### **Mission Statement:**

The School's mission is to promote and sustain a healthier population in New York City and around the world through excellence in education, research, and service in public health and by

advocating for sound policy and practice to advance social justice and improve health outcomes for all.

**Vision Statement:**

The vision is to improve health and social justice in New York City and across the globe

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.

The values that guide the work of the School include:

*We strive to incorporate health equity into everything we do.*

- We apply a health equity approach to our work and acknowledge the legacy of health inequities and racism experienced by marginalized populations. In order to address the public health needs of society we must first acknowledge the origins and impact of unequal treatment.

*We provide access to excellent educational programs for all students.*

- As New York City’s premier public school of public health, we deliver rigorous and affordable in-class and online graduate education that prepares our graduates for professional success. We provide access for people who have historically been excluded from higher education, celebrate the broad diversity of our community of learners, and build meaningful relationships between students and faculty that support student achievement.

*We believe that public service is a duty and a responsibility.*

- As a public school of public health located in Harlem, we believe that responsible engagement with our surrounding communities is a priority and an essential part of our identity. We also believe that an important tenet of the school’s mission is to use our intellectual resources and talent to advance global public health efforts and improve well-being.

*We are a respectful, diverse, and inclusive community.*

- We believe that diversity strengthens our school and offers essential insights into public health problems and solutions. In all of our efforts, we endeavor to center the voices of those who have been historically excluded and respect the dignity of each individual.

*We believe collaboration leads to innovative and impactful research, programs, and policies.*

- Our collaborative approach reaches across academic departments and disciplines within CUNY SPH and throughout CUNY, and extends to research, education, and practice with national and international schools of public health. We collaborate with community groups, NGOs, and other organizations to improve public health at home and abroad.

## **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 opportunity 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.*

### **Affirmative Action Policy**

CUNY’s affirmative action policy and plans date to the early 1970s. CUNY’s 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.

Management reaffirms CUNY’s Equal Opportunity and Non-discrimination Policy, the Policy on Sexual Misconduct and the Policy on Reporting of Alleged Misconduct annually. The most recently released reaffirmation letter, issued by the Dean of the School was on August 25, 2022 and is included in **Appendix B**.

## **Other 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, 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 and diversity and compliance, including a Chief Diversity Officer (CDO), 504/Americans with Disabilities Act (ADA) Coordinator and Title IX Coordinator.
- Ensures that the person has authority, staffing, and other resources to fulfill their assigned responsibilities.
- Communicates commitment to equal opportunity, issuing an annual reaffirmation of this commitment, and issues required reports, including this affirmative action report and plan.

### Chief Diversity Officer

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

- Provides confidential consultation for discrimination reports and investigates and resolves discrimination/harassment complaints
- Distributes all policies, notices and revisions, integrating them into the appropriate website/webpages, training programs, search committee orientations, and other communications
- Evaluates affirmative action programs and initiatives
- Prepares and communicates the annual Affirmative Action Report and Plan
- 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.

The Chief Diversity Officer completed the OFCCP's on-line certification of compliance with affirmative action program requirements prior to June 30, 2022.

### 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 established the **Committee for Equity and Inclusion** (CEI) as a standing committee within its Governance Plan. In early spring 2021, the CEI was established with 2 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 membership for AY 2022-23 is composed of

Co-Chairs:

Himani Sharma, Staff

Sasha Fleary, Faculty

Student members:

Adriana Padilla

Ariani Alemzadeh

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.

The CEI has established an anonymous form for submitting recommendations for and concerns about DEI at the School. It also established a DEI calendar, providing resources for the campus community.

### **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, at the onset of the COVID-19 pandemic, Chancellor Felix Matos-Rodriguez announced that CUNY campuses and non-essential personnel would transition to remote learning and working for the remainder of the academic year. CUNY began returning to on-site operations in summer 2021, and currently operates in a hybrid on-site/remote model. As a result of shifting priorities during 2020 and 2021, the School cancelled or postponed hiring plans and accelerated others given unanticipated employee turnover. The transition and resulting shifts in instructional environment and priorities affected the School's operations, with hiring plans revised, postponed or accelerated as needed.

Student and employee programs and events have been held virtually, with new student orientations and town halls scheduled to address respective constituents (students, faculty and staff). In 2022, as emergency declarations were lifted in New York City and State, the School began moving to a mix of in-person and virtual meetings to discuss academic and administrative issues, including but not limited to concerns and questions related to equity, diversity and inclusion.

As of this writing, the School is poised to return to a comparable mix of in-person and on-line classes, as existed pre-pandemic. Staff whose jobs do not require on-campus presence are permitted to work a hybrid schedule, in accordance with University policies.

The Chief Diversity Officer has continued to work in a hybrid environment on:

- Complaint intake and investigation
- Accommodations for Individuals with Disabilities
- Targeted recruitment advertising and outreach, especially in areas of under-utilization and hard to recruit positions, *e.g.*, information technology
- Oversight of hiring, advancement and separation practices
- Providing consultation to management and executive administration

## PART TWO: DATA AND ANALYSIS

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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 provided by the US Department of Labor's Office of Contract Compliance Programs (OFCCP), in particular, the *Educational Institutions Technical Assistance Guide*.

### DATA SOURCES

This section describes how CUNY prepares data for this report.

#### Employee Data

On July 11, 2022, we extracted data on full-time employees active as of June 1, 2022 from CUNY's system of record, CUNYfirst. We include individuals on most paid leaves, including academic leaves and medical leaves. We do not include individuals on terminal leaves such as retirement leave, student workers (including Graduate Assistants) or individuals employed 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. As best practice, the Office of Human Resources reviews employee data on an on-going basis to ensure that all employees have self-identified.

We also invite job applicants to self-identify on the job application portal and once hired, they can self-identify in the employee self-service module in CUNYfirst.

#### Self-Identification Categories

We use the following categories to evaluate representation by race/ethnicity for the federal Affirmative Action Report:

- Total Minorities (all groups other than White, reported as a single category)
- Asian (consolidates Asian, Hawaiian, and 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 Report and Plan.

We also invite employees to optionally provide data on their ancestries from a list of approximately 60 categories. Consistent with recent New York legislation, we are in the process of implementing the collection of disaggregated data on Asian ancestry.

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 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.

6 employees identified their disability status. 1 employee indicated their military status. The School will continue to prioritize and audit Disability and Military status to ensure accuracy of data.

### **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 Use 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: 124

**Executive/Administrative/Managerial**

Job Group	Staff	Female #	Female %	Minority #	Minority %	Italian Am. #	Italian Am. %
Admin 1: Executive	10	8	80.0%	4	40.0%	0	0.0%
Admin 2: Managerial	23	18	78.3%	14	60.9%	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	46	27	58.7%	15	32.6%	1	2.2%
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	20	18	90.0%	17	85.0%	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	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	5	2	40.0%	5	100.0%	0	0.0%
Campus Security Assistant	3	2	66.7%	3	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%

**Summary for Professorial Rank Faculty by Title and Tenure Status**

**June 1,2022**

**School of Public Health**

**Total Professorial Faculty: 46**

Status categories are: Tenure, Track Tenure, Substitute, and "Instructors or Others PSC" (not eligible for tenure). This report refers to tenure as of the 2021-2022 academic year and not tenure effective September 2022.

<b>Title</b>	<b>Ttl Empls</b>	<b>Female #</b>	<b>Female %</b>	<b>Minority #</b>	<b>Minority %</b>	<b>ItalAm #</b>	<b>ItalAm %</b>
<b>Asst Professor</b>	11	6	54.5%	5	45.5%	0	0.0%
Tenured	2	1	50.0%	0	0.0%	0	0.0%
Track Tenure	9	5	55.6%	5	55.6%	0	0.0%
<b>Research Assistant Professor</b>	2	2	100.0%	1	50.0%	0	0.0%
Instructors and others PSC	2	2	100.0%	1	50.0%	0	0.0%
<b>Assc Professor</b>	20	12	60.0%	6	30.0%	0	0.0%
Tenured	13	8	61.5%	2	15.4%	0	0.0%
Track Tenure	7	4	57.1%	4	57.1%	0	0.0%
<b>Research Associate Professor</b>	2	2	100.0%	0	0.0%	1	50.0%
Instructors and others PSC	2	2	100.0%	0	0.0%	1	50.0%
<b>Professor</b>	8	4	50.0%	2	25.0%	0	0.0%
Tenured	7	4	57.1%	1	14.3%	0	0.0%
Track Tenure	1	0	0.0%	1	100.0%	0	0.0%
<b>Dist Professor</b>	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 (2021:2022)**

The total number of employees increased to 124 from 114.

Female representation increased from 74 to 82 and minority representation increased from 61 to 67.

### **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 5 with the addition of 2 in the Admin 1 (Executive) ranks and 3 in the Admin 2 (Managerial) ranks.

- Female representation increased in both the Admin 1 (Executive) and Admin 2 (Managerial) ranks.
- Minority representation increased by 2 in the Admin 2 (Managerial) rank.

#### Professional Faculty:

The total number of faculty increased to 51, adding 4 new faculty in the professoriate, with female and minority representation increased by 1 in the professoriate.

- The total number of female faculty increased by 1 and total minority representation increased by 1 as well.
- **Italian American:** There is 1 Italian American in the Faculty-Professoriate (Research Associate Professor).

#### Professional Non-Faculty:

The total number of employees in this job group increased by 3 to 25 with the 3 hires in the Administration 3: Professional group.

- There is a total of 20 females in this job group, showing an increase of 4 females.
- Minority representation increased from 15 to 19

#### Technicians:

The total number employees decreased by 1. Female and minority representation is maintained.

#### Service Workers and Others:

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. University management has reserved the right to approve posting and hire for any critical vacancies that arose during this period.

### **Summary of Faculty by Tenure Status:**

The School has a total of 46 faculty. Of the 46, 42 faculty are in professorial titles.

- The School has 3 Distinguished Professors, of whom 1 is a minority female.
- The School has 8 Professors.
  - o Of the 7 tenured professors, 4 are female. There is 1 minority male professor.
  - o There is one tenure-track professor who is a minority male.
- The School has 20 Associate Professors. Of the 20 Associate Professors, 13 are tenured.

- Of the 13, 8 are females and includes 2 minorities.
- Of the 7 tenure-track Associate Professors, 4 are female and includes 1 minority. There are 2 male minorities.
- The School has 11 Assistant Professors. 2 are tenured with one female in the title.
  - Of the 9 tenure-track Assistant Professors, 5 are females and includes 3 minorities. Among the males, 2 are minorities.
- 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.
- 1 individual is a minority female
- **Italian American:** 1 identifies as Italian-American.
  
- Other titles in faculty rank include 5 individuals as follows:
  - 2 Clinical Professors;
  - 2 Distinguished Lecturers, of whom 1 is female; and
  - 1 Instructor- Librarian, who is female.

### **Academic Disciplines**

CUNY assigns most faculty departments to disciplines as per the US Department of Education’s Classification of Instructional Programs (CIP).

**Appendix D** lists these assignments. This past year, there were no material changes to the discipline assignments.

### **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).

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.

**Exhibit: Summary of Historical Changes in Underutilization -Staff/College Lab Tech (Italian American Plan) 2022 -2023**  
**School of Public Health**

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., based on employee census as of 6/1/2021)

2022: Underutilization reported in the 2022 - 2023 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**

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

Admin 1: Executive

2022	10					1
2021	8					1
2020	9					1
2019	9					1

Admin 2: Managerial

2022	23					2
2021	20					2
2020	19					2
2019	16				1	2

**Professional Non-Faculty**

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

Admin 3: Professional

2022	20					3
2021	17					2
2020	18					2
2019	18					2

Info Tech: Professional

2022	5	1		1		
2021	5	1		1		
2020	5			1		
2019	5			1		

**Service Workers**

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

Campus Peace Officer

2022	5					1
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**Service Workers**

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

Campus Security Assistant

2019	5					
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School of Public Health

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 the following, 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., based on employee census as of 6/1/2021)

2022: Underutilization reported in the 2022 - 2023 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**

2022	46					1
2021	42					1
2020	41					1
2019	41			2		1

## Utilization, Underutilization, and Placement Goals

Two tables – 1) Staff and 2) Faculty-both Lecturer and Professorial show the summary of underutilization. The tables highlight the underutilization reported in 2021 compared to underutilization in 2022.

### **Staff:**

#### Executive/Administrative/Managerial:

##### **Italian American:**

The School maintains 1 under-utilization in Admin 1: Executive.

The School maintains 2 under-utilization in Admin 2: Managerial.

#### Professional Non-Faculty:

##### **Italian American:**

The School has 3 under-utilizations in the Admin 3: Professional job group.

#### Service Workers:

##### **Italian American:**

The School shows an underutilization of 1 in the Campus Peace Officer/Campus Security Assistant titles.

### **Faculty:**

#### Faculty-Professorial:

##### **Italian American:**

There is 1 underutilization in the Faculty-Professoriate title.

The School will pay particular attention to the job groups /titles where underutilization is being consistently maintained. Efforts to reduce or eliminate such underutilization will be undertaken when there are further 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, 2021 and June 1, 2022). 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

18 individuals were hired, including 4 in substitute positions. Of the 14 hires:

- 5 search waivers were requested and approved, including 3 faculty and 2 staff.
- 7 searches were conducted during the reporting year.
- 2 staff hires were delayed due to pandemic and budget issues.

*The searches for these 2 positions were reported as cancelled in the prior plan year, but were re-opened during the plan year. The applicant pool being considered valid and qualified, 2 candidates were offered the position, with one candidate being a hire from another CUNY college.*

The 14 hires include 9 females, of whom 7 are minorities. The School made 9 Total Minority hires.

A total of 8 individuals separated from the School (left the College or CUNY).

- One separation was a retirement.
- Of the 7 resignations, 5 were females and 2 were minorities.

Movement in title:

- 1 non-tenure track faculty member moved to the Admin-1 job group.



- 1 faculty member gained promotion (along with his tenure) from Assistant Professor to Associate Professor.
  - 3 staff members advanced to a higher title within their job group
- All movements in title were male with 2 identifying as minorities.

We note that one male tenure-track faculty member moved to a Clinical Professor title.

**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 awarded tenure to 2 male Associate Professors.

**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:**

5 search waivers were requested by the School during the plan period June 1, 2021- May 31, 2022.

Faculty search waivers:

3 professorial positions including 2 tenure-track Assistant Professor positions, with one minority female  
1 minority male tenure-track Associate Professor

Staff search waivers:

2 staff positions:

- 2 females, one of whom is a minority.

**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, 2021 and May 31, 2022.

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.

### **Summary of Recruiting Activity**

During the plan year, 2021-2022, the School conducted 7 searches, of which 6 were successful. The School hired 7 individuals. 2 faculty hires were made from one search.

A total of 549 applicants applied, of whom 169 identified as females and 350 identified as minorities. It is noted that 3 individuals did not identify their gender and 2 did not identify their ethnicity. 6 of the applicants identified as veterans and 31 as individuals with disabilities.

36 candidates were interviewed. This included 28 who identified as females and 23 who identified as minorities. 2 individuals with disabilities were interviewed.

The 7 hires included 5 females and 4 minorities.

The School notes that the search for a critical position in the Information Technology department failed due to overly-stringent Classified Civil Service hiring requirements, resulting in a lack of qualified applicants.

Note: 2 hires in this plan year were based on delayed actions undertaken for searches postponed/cancelled in the prior plan year. The 2 hires are not included in this data.

### **Compensation**

We develop pay plans according to instructions provided in bargaining unit contracts, Civil Service regulations, Prevailing Wage determinations, and university policies. Plans include the Executive Compensation Plan (ECP), Faculty and Non-Teaching Instructional Staff Pay Plan, Classified Civil

Service Plans for Managerial and Non-Managerial Personnel, and Prevailing Wage schedules for Skilled Trades. CUNY's Trustees review and approve all pay plans.

The Chief Diversity Officer reviews overall practices such as:

- Setting of starting salaries
- Performance-based Pay
- Pay increases upon promotion
- Tracking of compensation decisions
- Document retention
- Assignment of overtime/additional assignments.

The Chief Diversity Officer and Human Resources Director discuss compensation best practices and areas of equity risk with the Dean and senior members of his administration on an ongoing basis.

## PART THREE: ACTION-ORIENTED PROGRAMS

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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
- 2022-2023 Planned Programs
- Ongoing Activities
- Internal Audit and Reporting.

### PRIOR-YEAR PROGRAMS

During the prior plan year (2021-2022), 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, with specific goals identified in each key area.

The CEI intends to undertake a comprehensive campus climate survey in Spring 2023 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.

### **Summary of Campus Programs, 2021-2022**

Seminars, workshops and panel discussions were held remotely through the academic year 2021-22 with outreach to faculty, staff and students for participation. The alphabetical list of events are as follows:

- “Born to Be” Film Screening and Panel Discussion
- “You are Not Alone: Intimate Partner Violence and the Hybrid Campus”
- 7th Annual Health Disparities Symposium
- A Guide to Surviving and Thriving at CUNY
- Breaking Into the Public Health Field Workshop
- Bringing Your Authentic Self to Work: A Career Skills Academy Masterclass
- Calm the Mind With Reiki
- Can the Participant Speak Beyond Likert? Natural Language Processing in Public Health
- Care for the homeless: Helpless or Hopeful?
- Career Skills Academy Info Session
- Combating “Imposter Syndrome” Webinar Series
- Continuing the conversation: CUNY SPH’s role as 125th Street neighbor
- COVID-19 and Political Economy, Part I: Structural Racism
- COVID-19 and Political Economy, Part II: Investing in a Collective Future
- Creating a braver and more inclusive CUNY SPH
- CUNY Public Health Innovation Accelerator DEMO DAY
- CUNY SPH’S Student Health and Wellness Week
- De-normalizing predatory marketing of unhealthy food: Strategies and tactics
- DESIGNATHON: Ending the HIV Epidemic
- Doctoral Career Pathways Panel and Networking Event
- Employment quality and health equity: A framework for studying the changing nature of work and health
- Ending Pediatric AIDS in the Shadow of COVID-19: The Journey Thus Far and the Road Ahead
- Epi/Bios Virtual Forum: Planning for implementation of novel HIV prevention for women
- Epidemiology and Biostatistics Forum – May 2022
- Experience with and Tips for Grants from Foundations
- FEMA Region 2 Internship and Volunteer Information Session for CUNY SPH Students
- Film Screening | Suppressed and Sabotaged: The Fight to Vote
- Financial Aid 101 – How to fund your graduate public health degree

- Forging pathways toward a better informed and accessible CUNY SPH
- Getting back on track with HPV vaccination
- Global is Local – Ending Mental Health Disparities
- Half of U.S. parents may not vaccinate their youngest child against COVID
- Havas Health & You Employer Information Session
- Herd Immunity and the Beloved Community: Science, Faith, and Infectious Disease Control
- How computer modeling has helped the response to the Covid-19 pandemic
- How to Respond to Anti-Asian/American Harassment When it Happens to You
- Imagining healthier campus food environments at CUNY: What will it take?
- Incorporating Restorative Circle Practices into Student Group Work Friday
- Job Searching for Recent Grads
- Marking National Public Health Week with Health Commissioners Drs. Mary Bassett and Ashwin Vasani
- Mental Health Awareness Month – Depression Screening
- Migrants’ Reproductive Health Services and Pregnancy-based Discrimination in Japan: A case study on access to contraceptive and abortion services among migrants from five Asian countries
- Migration in and beyond Ukraine: National tragedy, global responsibility
- Mindful Eating Thursday
- Navigating Our New Normal Support Group
- NY Food 2025: Policy Recommendations for a Stronger, Healthier, More Just, and Sustainable Food System in NYC
- NYC Votes: Voter Education Workshop with CUNY SPH
- Prioritizing Maternal Health Amid COVID-19
- Public/Private Impact Career Day 1: Nonprofit and Governmental Organizations
- Public/Private Impact Career Day 2: Private Sector Organizations
- Racial Disparities in Maternal Mortality
- Reclaiming Democratic Governance of the Food System: Lessons from the UN Summit
- Resume Writing for the Career Transition
- Stressed? Give Mindfulness Meditation a Try!
- Students for Racial Justice Support Group
- Systems Science Journal Club May Meeting
- The COVID pandemic: Is it finally over?
- Time Management Support Group
- Town Hall: Enhancing an LGBTQIA+ Affirming and Supportive Campus at CUNY SPH
- Transgender Day of Remembrance (Nov. 20th) Observed
- U.S. Public Health Service Ready Reserve Info Session for CUNY SPH Students
- Urban Food Policy Forum – Book Talk: “How the Other Half Eats” by Dr. Priya Fielding-Singh
- Urban Food Policy Forum – Food Is Medicine, Mayor Adams in support
- Urban Food Policy Forum | Cities, Institutional Food, and Climate Change
- URBAN FOOD POLICY FORUM: Ending Hunger and Food Insecurity in New York City and the Nation: What Role for SNAP? Lessons from the Pandemic
- Using public opinion data to help communication efforts during a pandemic and other
  - healthcare policy debates
- Washington State Dept. of Labor and Industries Info Session for CUNY SPH Students
- What is white supremacy culture and how can anti-oppressive pedagogy work against it?
- What next? Perspectives on the future of Afghanistan
- Yoga For Clarity
- Young Children and COVID-19 Vaccination

## 2022-2023 PLANNED PROGRAMS

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

### Planned Campus Programs, 2022-2023

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.

Academic and administrative departments will continue to sponsor and host various events related to diversity, equity and inclusion. The CEI plans to sponsor and collaborate with academic and administrative departments, and the Student Government Association and student clubs on various DEI-related initiatives, including but not limited to working with the administration on hosting DEI-related events; and coordinating DEI-related communications and resources.

<b>Program</b>	<b>Expected Impact/Job Group</b>
Opportunities for open discussion on DEI topics	Students, faculty, and staff
EDI-focused learning programs / professional development programs	Students, Faculty and staff
Various events sponsored and hosted by academic and administrative units of the School and Student Association and Clubs	Students, faculty and staff
Continue enhancing DEI lens in pedagogy and instruction	Students and faculty
Optimizing recruitment and hiring processes to better serve the School	Faculty and staff

## 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 were limited during the period June 1, 2021 - May 31, 2022. 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:

- Lists job vacancies with State Workforce Agencies and Veterans' centers

- Maintains consolidated advertising programs, including job boards serving Veterans, Individuals with Disabilities, women, and protected minorities
- Maintains social media accounts for university-wide recruitment and employment branding and job posting and outreach, including the Higher Education Recruitment Consortium
- Advertises and administers Civil Service examinations
- Distributes training materials on effective recruiting and selection
- Provides 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, in collaboration with HR 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 diversity and fair and equitable recruitment and hiring.

#### **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 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 academic year. In September 2021, the CDO/Title IX Coordinator disseminated information on CUNY's revised Policy on Sexual Misconduct and the Reasonable Accommodations and Academic Adjustment Policy. The University Title IX Office provides University-wide training for members of the campus community involved in the implementation of the CUNY Policy on Sexual Misconduct (Title IX).

## **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 Report and Plan available for public inspection. The CDO integrates compliance information into training programs for students, faculty, and staff.

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 Report and 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, schedules regular audits of employee records in CUNYfirst to ensure data integrity and quality. The Chief Diversity Officer works with Human Resources staff to assure employment records, including records in CUNY's HR Information System, are complete, accurate, and up-to-date.

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

## **APPENDICES**

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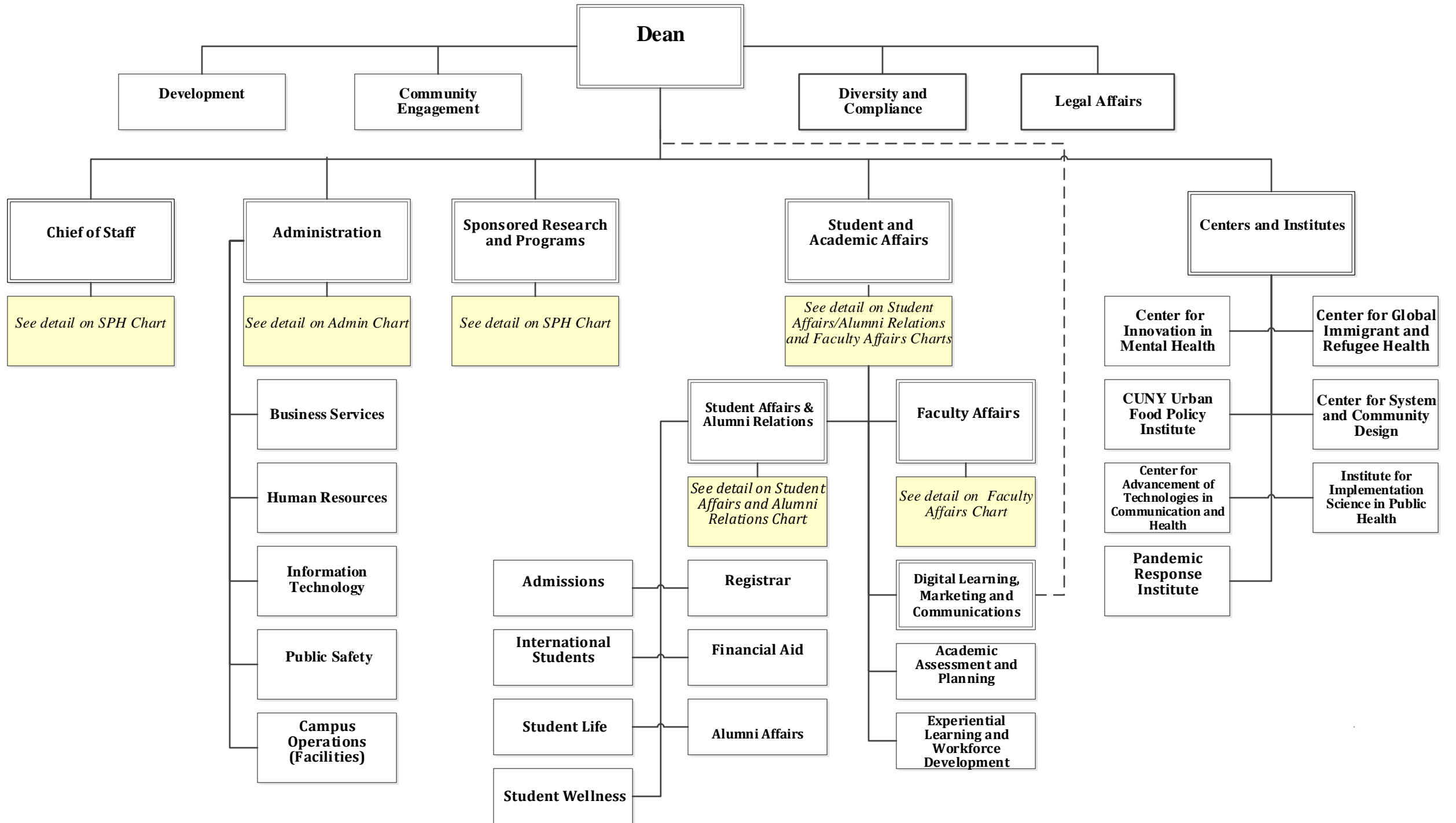
- A. SUMMARY ORGANIZATION CHART
- B. RE-AFFIRMATION LETTER
- C. JOB GROUPS AND LABOR MARKET AVAILABILITY
- D. ACADEMIC DEPARTMENTS BY DISCIPLINE AND COLLEGE LAB TECHNICIAN CATEGORY
- E. UTILIZATION ANALYSIS (ADMINISTRATORS AND STAFF, COLLEGE LAB TECHNICIANS, FACULTY)
- F. SUMMARY OF PERSONNEL ACTIVITIES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



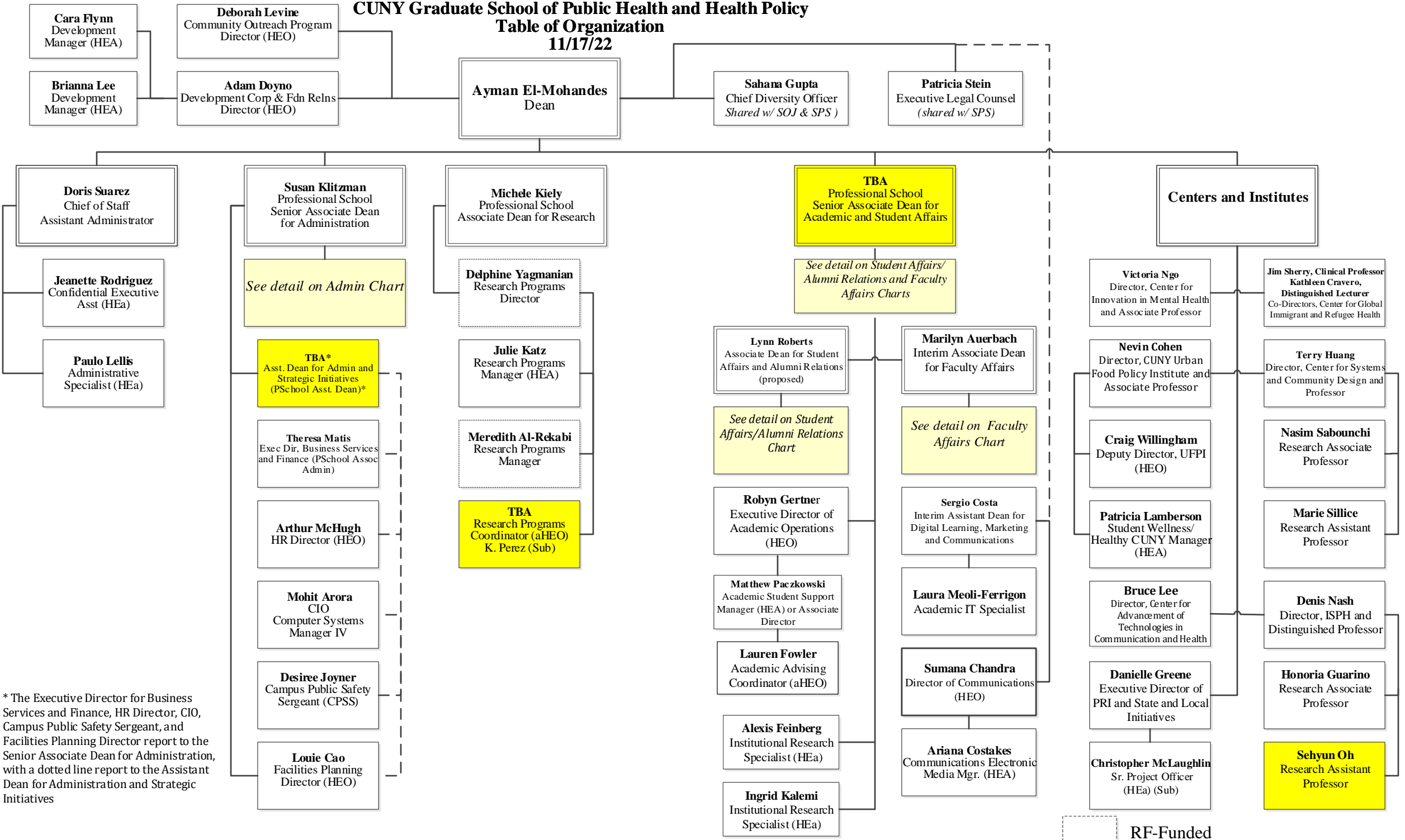
## **Appendix A            Organization Chart**

This Appendix contains a summary organization chart.

# CUNY Graduate School of Public Health and Health Policy - Table of Organization – 11/17/2022



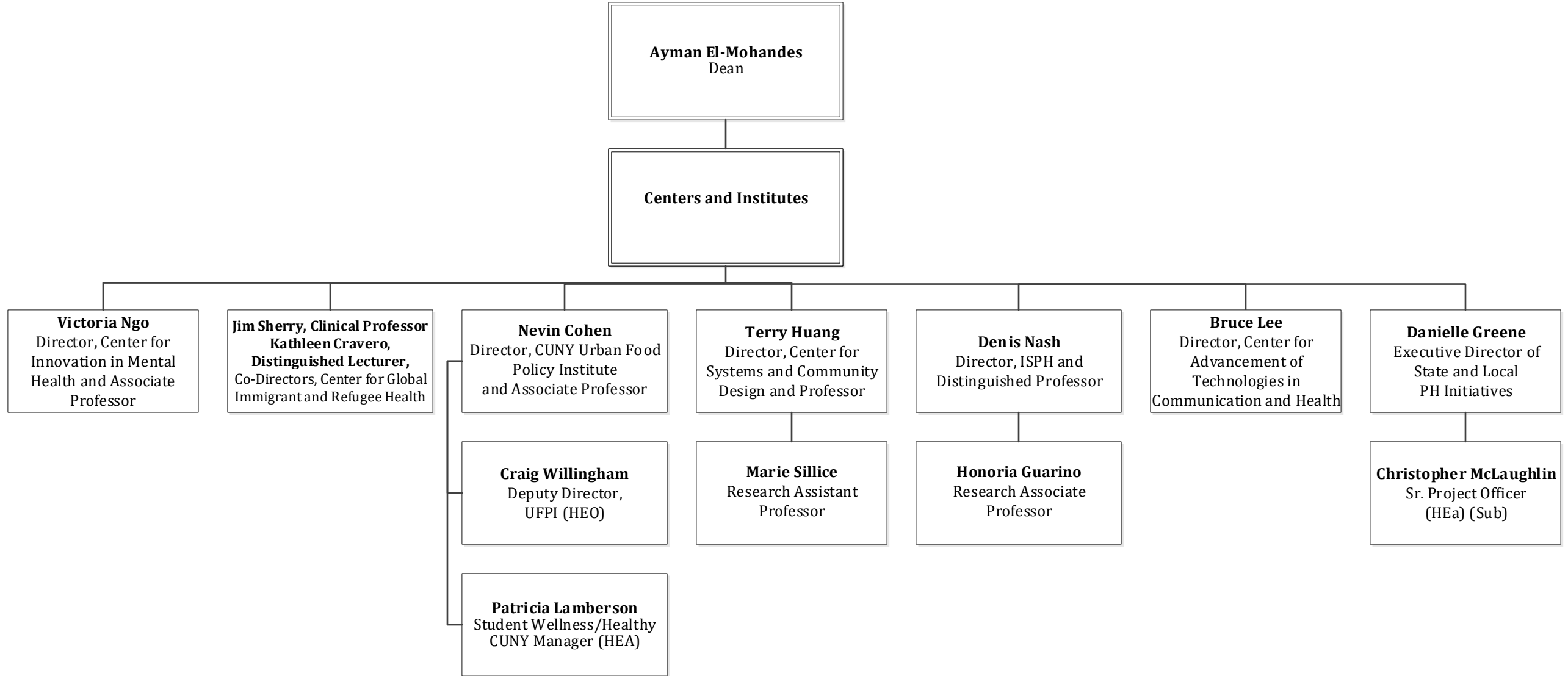
**CUNY Graduate School of Public Health and Health Policy**  
**Table of Organization**  
**11/17/22**



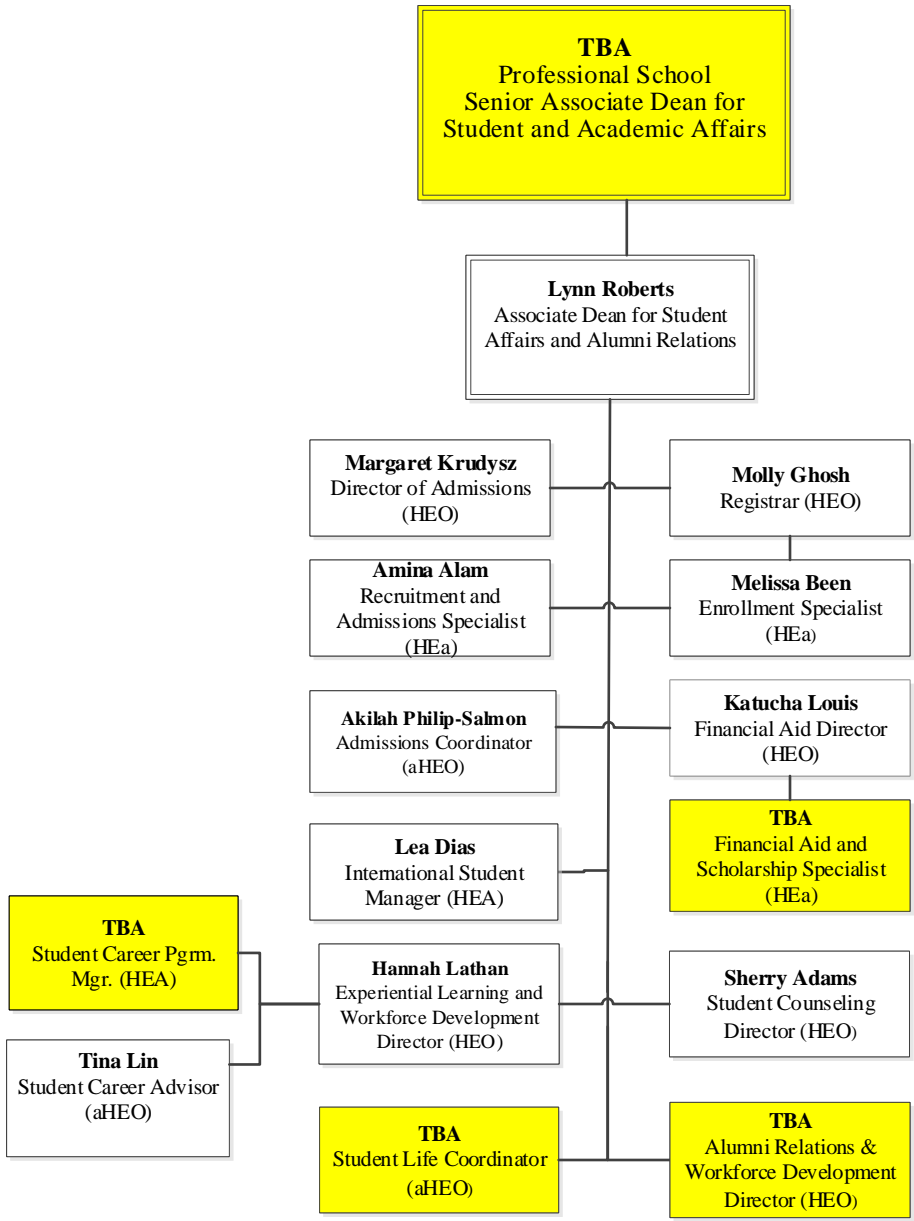
\* The Executive Director for Business Services and Finance, HR Director, CIO, Campus Public Safety Sergeant, and Facilities Planning Director report to the Senior Associate Dean for Administration, with a dotted line report to the Assistant Dean for Administration and Strategic Initiatives

RF-Funded

**CUNY Graduate School of Public Health and Health Policy  
Centers and Institutes – Table of Organization  
11/17/2022**

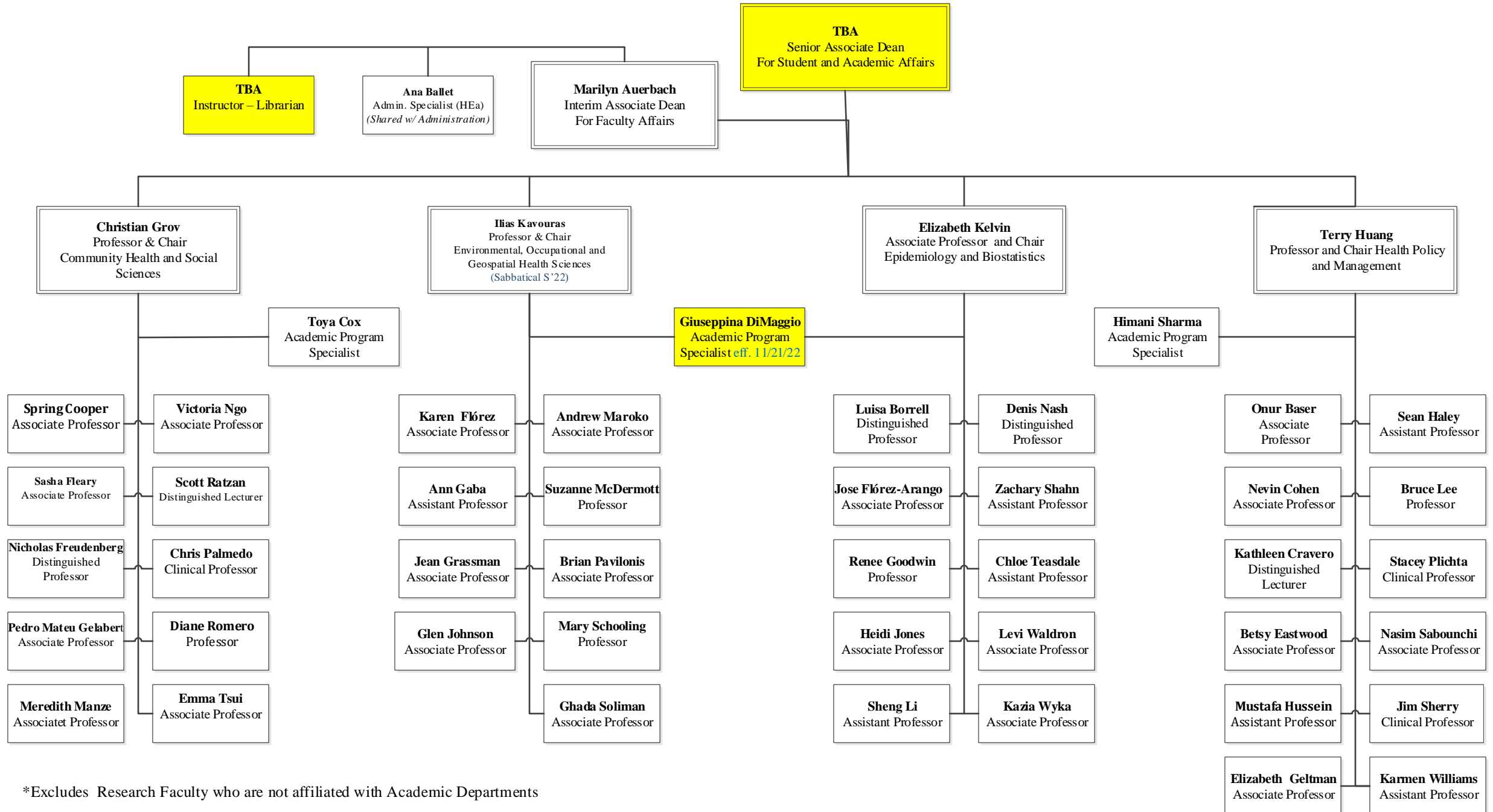


**CUNY Graduate School of Public Health and Health Policy  
 Student Affairs and Alumni Relations  
 Table of Organization – FT Faculty and Staff  
 11/17/2022**



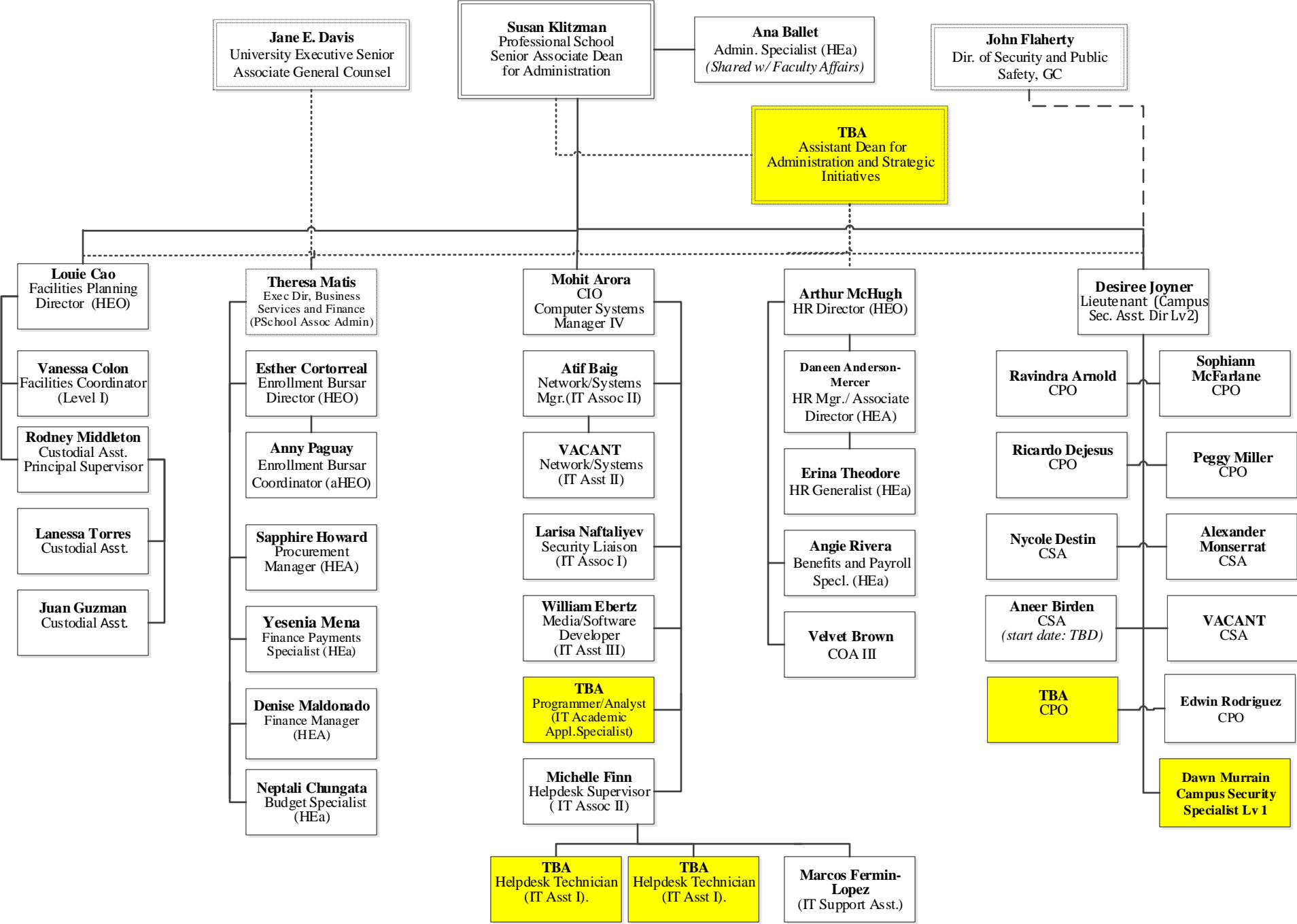


**CUNY Graduate School of Public Health and Health Policy  
Table of Organization – FT Faculty and Staff  
11/17/2022**



\*Excludes Research Faculty who are not affiliated with Academic Departments

**CUNY Graduate School of Public Health and Health Policy  
Administrative Services  
Table of Organization 11/17/2022**




\* The Executive Director for Business Services and Finance, HR Director, CIO, Campus Public Safety Sergeant, and Facilities Planning Director report to the Senior Associate Dean for Administration, with a dotted line report to the Assistant Dean for Administration and Strategic Initiatives

**Appendix B            Reaffirmation Letter**

This Appendix contains the most recent Reaffirmation Letter.

**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

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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 125<sup>th</sup> Street, New York, NY 10027  
Room 509; 646-364-9521/646-618-0129  
[Sahana.gupta@sph.cuny.edu](mailto:Sahana.gupta@sph.cuny.edu)

Director of Human Resources  
Arthur McHugh Jr.  
55 West 125<sup>th</sup> Street, New York, NY 10027  
Room 715; 646-364-9764  
[Arthur.mchugh@sph.cuny.edu](mailto:Arthur.mchugh@sph.cuny.edu)

Student Disabilities Coordinator  
Sara Ingram  
CUNY SPH  
55 West 125<sup>th</sup> Street, New York, NY 10027  
Room 724; 646-389-4373  
[sara.ingram@sph.cuny.edu](mailto:sara.ingram@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.

This Appendix describes the job group assignments for titles held by employees in the unit, with Labor Market availability details. 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 updated this estimate in 2019.

**Weighting of Internal/External Labor Market**

The internal labor market is university-wide and currently reflects the full-time employee population. We produced a weighted estimate based on the previous two years of job moves of CUNY employees. We also identified typical feeder jobs and other conditions impacting qualifications, such as permanency status.

**Geography**

We based geographic factors on both CUNY policy and actual hiring experience:

- National labor market for Administration 1 (Executive), Faculty–Professorial, and Faculty–Instructor.
- Two-state region (New York and New Jersey) for Faculty-Lecturer. IPEDS completion data is only available by State and recruiting is regional rather than national.
- New York State-only labor market where New York State residency is required by statute:
  - College Security Assistant, Campus Peace Officer, Campus Public Safety Sergeant, Security Manager.
- New York/New Jersey Metropolitan Statistical Area (MSA) 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.

**Factors for Staff and Non-Collegiate Faculty:**

- Occupational Group: Standard Occupational Classifications assigned to every job title, matched to Census Occupational Codes.
- Degree Requirements: the minimum requirement for the lowest-ranked job in each job group. These range from none through Master’s level.
- Experience: where there is a requirement for a specific number of years of experience, we used age as a proxy, as per 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.

**Factors for Collegiate Faculty:** we assign titles to Professorial, Instructor, or Lecturer job groups according to rank and calculate availability based on a combination of degree requirement and academic discipline.

- Degree Requirements:
  - Professorial: Doctoral Degree
  - Instructor: Master’s Degree
  - Lecturer: Bachelor’s or Master’s Degree.

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**

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**Admin 1: Executive**

**Executive Compensation Plan (Other Than Chief Executive)**

**Labor Market Availability Factors**

LMA 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).
2-Internal	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: 10**

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

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**Admin 2: Managerial**

**HE Officer series administrators-senior level**

**Labor Market Availability Factors**

LMA 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).
2-Internal	50.00%	Employees in HE Assistant title as of 6/1/2018.

**Employees: 23**

Title	Employees
HE Associate	10
HE Officer	13

**Category: Executive/Administrative/Managerial**

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**Admin 2: Managerial Adjunct**

Adjunct HE Officer series administrators (all levels)

**Labor Market Availability Factors**

LMA 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).
2-Internal	50.00%	Employees in HE Assistant title as of 6/1/2018.

**Employees: 13**

Title	Employees
Non-Teaching Adjunct 1	6
Non-Teaching Adjunct 3	2
Non-Teaching Adjunct 5	5

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**Managerial: Info Tech**

Information Technology-Managers

**Labor Market Availability Factors**

LMA 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).
2-Internal	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

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**Managerial: Security**

Campus Security-Managers

**Labor Market Availability Factors**

LMA 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).
2-Internal	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**

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**Faculty: Continuing Education**

Continuing Education Teachers (part time, paid hourly or per course)

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, Bachelor's degree or higher and in occupation 2430 (Other Teachers and Instructors).
2-Internal	0.00%	NA

**Employees: 1**

Title	Employees
Continuing Ed Teacher-Hourly	1

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**Faculty: Lecturer**

Lecturer Faculty and related non-tenure eligible titles; excludes Librarians.

**Labor Market Availability Factors**

LMA 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.
2-Internal	0.00%	NA

**Employees: 4**

Title	Employees
Clinical Professor	2
Dist Lecturer	2

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**Faculty: Lecturer Adjunct**

Adjunct Lecturer Faculty and related non-tenure eligible titles; excludes Librarians.

**Labor Market Availability Factors**

LMA 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.
2-Internal	0.00%	NA

**Employees: 18**

Title	Employees
Adjunct Lecturer	18

**Category: Professional Faculty**

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**Faculty: Librarian**

CUNY Librarians with faculty appointments (any faculty title)

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Master's level only, Nationwide, for Library Science Discipline.
2-Internal	0.00%	NA

**Employees: 1**

Title	Employees
Instructor	1

---

**Faculty: Professoriate**

Tenure-eligible faculty (all ranks) for whom a terminal degree is required; excludes librarians.

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors), not weighted.
2-Internal	0.00%	NA

**Employees: 46**

Title	Employees
Ascc Professor	20
Asst Professor	11
Dist Professor	3
Professor	8
Research Assistant Professor	2
Research Associate Professor	2

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**Faculty: Professoriate Adjunct**

Adjunct Professorial Faculty paid on an hourly basis (all levels).

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors), not weighted.
2-Internal	100.00%	NA

**Employees: 19**

Title	Employees
Adjunct Assistant Professor	12
Adjunct Associate Professor	3
Asst Professor Hourly	2
Professor H	2

**Category: Professional Non-Faculty**

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**Admin 3: Professional**

HE Officer Series: Entry and mid-level administrators

**Labor Market Availability Factors**

LMA 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).
2-Internal	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: 20**

Title	Employees
Asst to HEO	6
HE Assistant	14

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**Info Tech: Professional**

Information Technology-Professionals

**Labor Market Availability Factors**

LMA 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).
2-Internal	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: Administrative Support Workers**

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**Office Assistant Adjunct**

Hourly Administrative Office Assistants-Entry level

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, individuals with a High School Diploma or higher and in the following occupations: 5700 (Secretaries and Administrative Assistants), 5820 (Word Processors and Typists), 5860 (Office Clerks, General), and 5940 (Office Administrative Support Workers, all other).
2-Internal	0.00%	NA

**Employees: 25**

Title	Employees
College Assistant	25

**Category: Technicians**

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**Admin 4: College Lab Technician Adjunct**

Adjunct College Laboratory Technicians (all levels)

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce with High School Diploma or Higher. For the Scientific/Technical/IT specialty, in the following occupations: 1050 (Computer Support Specialists), 1965 (Other Life Physical and Social Science Technicians), 1910 (Biological Technicians), 1920 (Chemical Technicians), 1550 (Engineering Technicians), 2860 (Miscellaneous Media and Communications Workers). For the "Other" Specialty, 1050 (Computer Support Specialists), 1950 (Social Science Research Assistants), 2440 (Library Technicians), and 2860 (Miscellaneous Media and Communications Workers).
2-Internal	0.00%	NA

**Employees: 1**

Title	Employees
Adj College Lab Tech	1

**Engineering Technician**

Engineering and Architectural Technicians

**Labor Market Availability Factors**

LMA Factor	Weight	Explanation
1-External	100.00%	As no unit has a minimum of five employees, availability is not calculated.
2-Internal	0.00%	NA

**Employees: 1**

Title	Employees
Facilities Coord	1

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**Info Tech: Technician**

Information Technology-Tech Support

**Labor Market Availability Factors**

LMA 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).
2-Internal	0.00%	NA

**Employees: 1**

Title	Employees
IT Support Asst	1

**Category: Service Workers**

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**Campus Peace Officer**

Campus Security-Mid level staff

**Labor Market Availability Factors**

LMA 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).
2-Internal	20.00%	Employees in the title of Campus Security Assistant, Civil Service permanency not required, as of 6/1/2018.

**Employees: 5**

Title	Employees
Campus Peace Officer	5

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**Campus Security Assistant**

Campus Security-Entry level staff

**Labor Market Availability Factors**

LMA 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).
2-Internal	0.00%	NA

**Employees: 3**

Title	Employees
Campus Security Asst	3

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**Custodial: Assistant**

Custodial-Entry level

**Labor Market Availability Factors**

LMA 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).
2-Internal	0.00%	NA

**Employees: 2**

Title	Employees
Custodial Assistant	2

**Category: Service Workers**

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**Custodial: Supervisory**

Custodial-Supervisors (all titles)

**Labor Market Availability Factors**

LMA 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).
2-Internal	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

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

<b>Job Code and Title Name</b>	<b>Job Group</b>
200447 Vice Chancellor	Admin 1: Executive
200596 Univ Exec Chf of Staff-UAscAdm	Admin 1: Executive
200600 Exec Depty Counsel-AscAdm	Admin 1: Executive
200607 Univ Dean Industry & Talent Pt	Admin 1: Executive
200608 Exec Dir Institutional Res-Ast	Admin 1: Executive
200609 Exec Chief of Staff-AstAdm	Admin 1: Executive
200610 VP Social Justice Initiatives	Admin 1: Executive
200611 Dn of Community Relations	Admin 1: Executive
200612 Univ Sr Exec Dir Env HS Rk Mgt	Admin 1: Executive
200613 Univ Legal Counsel - UAstAdm	Admin 1: Executive
200614 Univ Exec Dir ASAP ACE-UASC	Admin 1: Executive
200615 AVP Div and Inc	Admin 1: Executive
200620 PSch Ex Counsel LaborDs-AstAdm	Admin 1: Executive
200621 Psch Ex Dir GLTPI-PAstAdm	Admin 1: Executive
200622 Administration	Admin 1: Executive
200630 Univ Dep Dir Env H-S Rsk Mgt	Admin 1: Executive
200631 Univ Assc VC Audit	Admin 1: Executive
200632 Univ Chief Trnsf Off-UAdm	Admin 1: Executive
200700 Univ Asst Dn Policy Resrch	Admin 1: Executive
300002a Adj Asst Professor-Librarian	Faculty: Professoriate Adjunct
300003a Adj Lecturer-Librarian	Faculty: Lecturer Adjunct
300603a Law Adj Professor-Librarian	Faculty: Professoriate Adjunct
400949 Univ HR Div Prog Specl (HEOa)	Admin 3: Professional
400959 Univ Dir Prospect Research	Admin 2: Managerial



## Appendix E 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.

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

This exhibit covers full-time employees only.

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Admin 1: Executive

Description: Executive Compensation Plan (Other Than Chief Executive)

Appointments: 10

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	8	4	2	1	1	0
Underutilized (Y = Yes)						Y
Number Underutilized						1
Actual Utilization Percent	80.0%	40.0%	20.0%	10.0%	10.0%	0.0%
Labor Market Avail. Percent	44.2%	27.7%	9.8%	8.8%	7.9%	7.2%

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Admin 2: Managerial

Description: HE Officer series administrators-senior level

Appointments: 23

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	18	14	3	6	5	0
Underutilized (Y = Yes)						Y
Number Underutilized						2
Actual Utilization Percent	78.3%	60.9%	13.0%	26.1%	21.7%	0.0%
Labor Market Avail. Percent	57.4%	48.1%	11.0%	19.6%	15.7%	10.0%

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Managerial: Info Tech

Description: Information Technology-Managers

Appointments: 1

Employees in this group hold the following titles:

Title ID	Title Name
04973	IT Computer Systems Mgr

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	0	1	1	0	0	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Labor Market Avail. Percent	26.5%	51.6%	24.0%	10.6%	15.4%	10.0%

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Managerial: Security

Description: Campus Security-Managers

Appointments: 1

Employees in this group hold the following titles:

Title ID	Title Name
04980	Campus Security Asst Dir

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	1	1	0	1	0	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%
Labor Market Avail. Percent	22.0%	59.7%	5.1%	30.4%	23.3%	10.4%

School of Public Health

Category: Professional Non-Faculty

Job Group: Admin 3: Professional

Description: HE Officer Series: Entry and mid-level administrators

Appointments: 20

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	18	17	2	6	9	0
Underutilized (Y = Yes)						Y
Number Underutilized						3
Actual Utilization Percent	90.0%	85.0%	10.0%	30.0%	45.0%	0.0%
Labor Market Avail. Percent	69.0%	43.4%	12.3%	16.7%	12.5%	12.8%

School of Public Health

Category: Professional Non-Faculty

Job Group: Info Tech: Professional

Description: Information Technology-Professionals

Appointments: 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%

School of Public Health

Category: Technicians

Job Group: Engineering Technician

Description: Engineering and Architectural Technicians

Appointments: 1

Employees in this group hold the following titles:

Title ID	Title Name
04834	Facilities Coord

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	1	1	0	0	1	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Labor Market Avail. Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



School of Public Health

Category: Technicians

Job Group: Info Tech: Technician

Description: Information Technology-Tech Support

Appointments: 1

Employees in this group hold the following titles:

Title ID	Title Name
04865	IT Support Asst

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	0	1	0	0	1	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Labor Market Avail. Percent	20.7%	50.4%	23.5%	10.6%	14.4%	12.0%

School of Public Health

Category: Service Workers

Job Group: Campus Peace Officer

Description: Campus Security-Mid level staff

Appointments: 5

Employees in this group hold the following titles:

Title ID	Title Name
04844	Campus Peace Officer

Utilization Report						
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	2	5	0	2	2	0
Underutilized (Y = Yes)			Y			Y
Number Underutilized			0			1
Actual Utilization Percent	40.0%	100.0%	0.0%	40.0%	40.0%	0.0%
Labor Market Avail. Percent	18.6%	53.8%	7.7%	24.1%	20.2%	15.9%

School of Public Health

Category: Service Workers

Job Group: Campus Security Assistant

Description: Campus Security-Entry level staff

Appointments: 3

Employees in this group hold the following titles:

Title ID	Title Name
04841	Campus Security Asst

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	2	3	0	2	1	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	66.7%	100.0%	0.0%	66.7%	33.3%	0.0%
Labor Market Avail. Percent	19.8%	71.2%	6.9%	41.4%	20.4%	8.5%

School of Public Health

Category: Service Workers

Job Group: Custodial: Supervisory

Description: Custodial-Supervisors (all titles)

Appointments: 1

Employees in this group hold the following titles:

Title ID	Title Name
80560	Custodial Asst Principal Supv

Utilization Report						
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	0	1	0	1	0	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%
Labor Market Avail. Percent	32.7%	74.5%	5.3%	30.5%	38.0%	5.8%

School of Public Health

Category: Service Workers

Job Group: Custodial: Assistant

Description: Custodial-Entry level

Appointments: 2

Employees in this group hold the following titles:

Title ID	Title Name
04861	Custodial Assistant

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino	Italian American
Number of Employees	1	2	0	0	2	0
Underutilized (Y = Yes)						
Number Underutilized						
Actual Utilization Percent	50.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Labor Market Avail. Percent	26.9%	68.0%	5.1%	19.8%	41.5%	7.6%

## Appendix E Utilization Analysis - Faculty by Job Group

The Appendix provides a utilization analysis for each faculty 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.

This report covers full-time faculty groups only.

**Job Group Faculty: Professoriate**

Appointments: 46

	Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/Latino	Italian American
Number of Faculty	27	15	6	4	5	1
Underutilized (Y = Yes)						Y
Number Underutilized						1
Actual Utilization Percent	58.7%	32.6%	13.0%	8.7%	10.9%	2.2%
Labor Market Avail. Percent	42.5%	24.9%	14.0%	4.2%	4.8%	5.3%

## **Appendix F                  Personnel Activity**

This Appendix details 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		Detail of Transfers or Promotions INTO Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions FROM Category			
			Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year Job Group	Demotion to a Lower Job Group	Advanced to a Higher Job Group	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year Job Group	Left for a Higher Job Group	Left for a Lower Job Group	Other Change	Returned to Faculty
<b>Total</b>	10		22		18	4	1	3	-	-	(12)	(4)	(3)	(1)	-	-		
<b>Male</b>	2	20%	9	41%	5	4	1	3	-	-	(7)	(4)	(3)	(1)	-	-		
<b>Female</b>	8	80%	13	59%	13	-	-	-	-	-	(5)	-	(5)	-	-	-		
<b>Other/Unknown</b>	-	0%	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-		
<b>Total Min</b>	7	70%	12	55%	11	1	-	1	-	-	(5)	(1)	(1)	-	-	-		
<b>Asian</b>	-	0%	1	5%	1	-	-	-	-	-	(1)	-	(1)	-	-	-		
<b>Black</b>	1	10%	2	9%	2	-	-	-	-	-	(1)	-	(1)	-	-	-		
<b>Hispanic</b>	6	60%	8	36%	8	-	-	-	-	-	(2)	-	(2)	-	-	-		
<b>Other Minority</b>	-	0%	1	5%	-	1	-	1	-	-	(1)	(1)	(1)	-	-	-		
<b>Italian-American</b>	-	0%	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-		
<b>White (Not Ital)</b>	3	30%	10	45%	7	3	1	2	-	-	(7)	(3)	(2)	(1)	-	-		
<b>All White</b>	3	30%	10	45%	7	3	1	2	-	-	(7)	(3)	(2)	(1)	-	-		
<b>Unknown</b>	-	0%	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-		
<b>Veterans</b>	-	0%	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-		
<b>Individuals w/Disabilities</b>	1	10%	1	5%	1	-	-	-	-	-	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 by Type		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions out of Category				CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	5	8		6	2	-	2	-	-	(3)		(3)	-	-	-	-	-	1	-
<b>Male</b>	2	2	25%	-	2	-	2	-	-	-	0%	-	-	-	-	-	-	1	-
<b>Female</b>	3	6	75%	6	-	-	-	-	-	(3)	100%	(3)	-	-	-	-	-	-	-
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Total Min</b>	2	3	38%	3	-	-	-	-	-	(1)	33%	(1)	-	-	-	-	-	1	-
<b>Asian</b>	-	1	13%	1	-	-	-	-	-	(1)	33%	(1)	-	-	-	-	-	1	-
<b>Black</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Hispanic</b>	2	2	25%	2	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>White (Not Ital)</b>	3	5	63%	3	2	-	2	-	-	(2)	67%	(2)	-	-	-	-	-	-	-
<b>All White</b>	3	5	63%	3	2	-	2	-	-	(2)	67%	(2)	-	-	-	-	-	-	-
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Veterans</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Individuals w/Disabilities</b>	-	-	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		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions out of Category				CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	4	5		5	-	-	-	-	(1)		-	(1)	(1)	-	-	-	-	1	1
<b>Male</b>	3	4	80%	4	-	-	-	-	(1)	100%	-	(1)	(1)	-	-	-	-	1	1
<b>Female</b>	1	1	20%	1	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Total Min</b>	2	2	40%	2	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Asian</b>	-	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Black</b>	1	1	20%	1	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Hispanic</b>	1	1	20%	1	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>White (Not Ital)</b>	2	3	60%	3	-	-	-	-	(1)	100%	-	(1)	(1)	-	-	-	-	1	1
<b>All White</b>	2	3	60%	3	-	-	-	-	(1)	100%	-	(1)	(1)	-	-	-	-	1	1
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-
<b>Veterans Individuals w/Disabilities</b>	-	-	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		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions out of Category				CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	3	6		6	-	-	-	-	-	(3)		(2)	(1)	(1)	-	-	-	-	-
<b>Male</b>	(1)	-	0%	-	-	-	-	-	-	(1)	33%	-	(1)	(1)	-	-	-	-	-
<b>Female</b>	4	6	100%	6	-	-	-	-	-	(2)	67%	(2)	-	-	-	-	-	-	-
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Total Min</b>	4	5	83%	5	-	-	-	-	-	(1)	33%	(1)	-	-	-	-	-	-	-
<b>Asian</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Black</b>	1	1	17%	1	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Hispanic</b>	3	4	67%	4	-	-	-	-	-	(1)	33%	(1)	-	-	-	-	-	-	-
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>White (Not Ital)</b>	(1)	1	17%	1	-	-	-	-	-	(2)	67%	(1)	(1)	(1)	-	-	-	-	-
<b>All White</b>	(1)	1	17%	1	-	-	-	-	-	(2)	67%	(1)	(1)	(1)	-	-	-	-	-
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Veterans</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Individuals w/Disabilities</b>	1	1	17%	1	-	-	-	-	-	-	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		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions out of Category				CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	(1)	-	-	-	-	-	-	-	-	(1)	-	(1)	-	-	-	-	-	-	
<b>Male</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>Female</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Total Min</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Asian</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Black</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Hispanic</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>White (Not Ital)</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>All White</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Veterans</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Individuals w/Disabilities</b>	-	-	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**  
**Craft Workers**

	Net Category Changes	NET ADDITIONS		Additions by Type		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type		Detail of Transfers or Promotions out of Category				CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	(1)	-	-	-	-	-	-	-	-	(1)	-	(1)	-	-	-	-	-	-	
<b>Male</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>Female</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Total Min</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>Asian</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Black</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Hispanic</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>White (Not Ital)</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>All White</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Veterans</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	
<b>Individuals w/Disabilities</b>	-	-	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**

	Net Category Changes	NET ADDITIONS		Additions by Type		Detail of Transfers or Promotions into Category				NET SUBTRACTIONS		Subtractions by Type				Detail of Transfers or Promotions out of Category		CHANGES WITHIN CATEGORY (not counted in totals)	
		Addition #	Additions %	Hire from Outside or Other Campus	Promotion/Move to Current Year EEO Cat.	Demotion to Lower EEO Cat.	Advanced to a Higher EEO Cat.	Other Change	Return to Faculty	Sub. #	Sub %	Separation (Left College or Left CUNY)	Promotion/Move from Last Year EEO Cat.	Left for a Higher EEO Cat.	Left for a Lower EEO Cat.	Other Change	Returned to Faculty	Advancements	Other Changes
<b>Total</b>	-	1		1	-	-	-	-	-	(1)		(1)	-	-	-	-	-	1	-
<b>Male</b>	-	1	100%	1	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	1	-
<b>Female</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Other/Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Total Min</b>	-	1	100%	1	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	1	-
<b>Asian</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Black</b>	(1)	-	0%	-	-	-	-	-	-	(1)	100%	(1)	-	-	-	-	-	-	-
<b>Hispanic</b>	1	1	100%	1	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Other Minority</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	1	-
<b>Italian-American</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>White (Not Ital)</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>All White</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Unknown</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Veterans</b>	-	-	0%	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-
<b>Individuals w/Disabilities</b>	-	-	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            Tenure Actions

This Appendix summarizes tenure actions.

Tenure is a permanent status awarded on the basis of years of service and/or academic or research achievement. It applies only to full-time faculty and laboratory technicians.

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.

Tenure applies only to full-time faculty.



School of Public Health

Environmntl, OccupNI & Geospl

Ascc Professor	Gained Tenure	Tenured		Male	White
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Health Policy and Management

Ascc Professor	Gained Tenure	Tenured		Male	White
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Summary for the College

Total Staff:	Ttl Minority	Asian	Black/AfAm	Hispanic	Ital Amer	White Not Ital	Oth/Unk
0 Female	0	0	0	0	0	0	0
2 Male	0	0	0	0	0	2	0
0 Oth/Unk	0	0	0	0	0	0	0
<hr/>							
2 Total	0	0	0	0	0	2	0

## Appendix G      Summary of Recruiting Activities

This Appendix provides details of 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, 2021 through May 31, 2022).

Campus Level

Summary - All Searches

Total: 7

	Records	Applicants	Appl%	Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
<b>Total + Total Selection Rate</b>	557	549	99%	36	6.6%	7	1.3%	7	1.3%
<b>Male</b>	171	169	31%	5	3.0%	2	1.2%	2	1.2%
<b>Female</b>	301	296	54%	28	9.5%	5	1.7%	5	1.7%
<b>Other</b>	-	-	0%	-	0.0%	-	0.0%	-	0.0%
<b>Unknown</b>	85	83	15%	3	3.6%	-	0.0%	-	0.0%
<b>Total Not Female</b>	256	252	46%	8	3.2%	2	0.8%	2	0.8%
<b>Total Minorities</b>	356	350	64%	23	6.6%	4	1.1%	4	1.1%
<b>Asian</b>	143	143	26%	8	5.6%	1	0.7%	1	0.7%
<b>Black</b>	111	107	19%	7	6.5%	1	0.9%	1	0.9%
<b>Hispanic</b>	85	83	15%	8	9.6%	2	2.4%	2	2.4%
<b>Other inc 2 or more</b>	17	17	3%	-	0.0%	-	0.0%	-	0.0%
<b>Italian-American</b>	12	12	2%	1	8.3%	-	0.0%	-	0.0%
<b>White (Not Ital)</b>	160	158	29%	10	6.3%	3	1.9%	3	1.9%
<b>Total White</b>	172	170	31%	11	6.5%	3	1.8%	3	1.8%
<b>Unknown Ethnicity</b>	29	28	5%	2	7.1%	-	0.0%	-	0.0%
<b>White+Unknown</b>	201	198	36%	13	6.6%	3	1.5%	3	1.5%
<b>Veterans</b>	6	6	1%	-	0.0%	-	0.0%	-	0.0%
<b>Indiv. w Disabilities</b>	31	31	6%	2	6.5%	-	0.0%	-	0.0%

	Least Selected: Not Female Not Minority	Adverse OK Sel	Least Selected: Not Female Ttl Minorities	Adverse Ttl Minorities	Least Selected: Not Female Ttl Minorities	Adverse Ttl Minorities
Percent Female	54%		77.8%		71.4%	
Percent Total Minorities	64%		63.9%		57.1%	
Percentage Veterans	1%		0.0%		0.0%	
Percentage w Disabil.	6%		5.6%		0.0%	

Campus Level

Category Summary

Executive-Administrative-Managerial

	Records	Applicants	Appl%	Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
<b>Total + Total Selection Rate</b>	103	97	94%	20	21%	3	3%	3	3%
<b>Male</b>	28	27	28%	2	7%	-	0%	-	0%
<b>Female</b>	62	59	61%	15	25%	3	5%	3	5%
<b>Other</b>	-	-	0%	-	0%	-	0%	-	0%
<b>Unknown</b>	13	11	11%	3	27%	-	0%	-	0%
<b>Total Not Female</b>	41	38	39%	5	13%	-	0%	-	0%
<b>Total Min</b>	65	61	63%	12	20%	2	3%	2	3%
<b>Asian</b>	21	21	22%	7	33%	1	5%	1	5%
<b>Black</b>	24	22	23%	2	9%	-	0%	-	0%
<b>Hispanic</b>	16	14	14%	3	21%	1	7%	1	7%
<b>Other inc 2 or more</b>	4	4	4%	-	0%	-	0%	-	0%
<b>Italian-American</b>	1	1	1%	-	0%	-	0%	-	0%
<b>White (Not Ital)</b>	30	29	30%	6	21%	1	3%	1	3%
<b>Total White</b>	31	30	31%	6	20%	1	3%	1	3%
<b>Unknown Ethnicity</b>	7	6	6%	2	33%	-	0%	-	0%
<b>White+Unknown</b>	38	36	37%	8	22%	1	3%	1	3%
<b>Veterans</b>	1	1	1%	-	0%	-	0%	-	0%
<b>Indiv. w Disabilities</b>	5	5	5%	-	0%	-	0%	-	0%

Least Selected:		Least Selected:		Least Selected:	
Not Female	<i>Adverse</i>	Not Female	<i>Adverse</i>	Not Female	<i>Adverse</i>
Ttl Minorities	<i>OK Sel</i>	Ttl Minorities	<i>OK Sel</i>	Ttl Minorities	<i>OK Sel</i>

Percent Female	61%	75.0%	100.0%	100.0%
Percent Total Mins.	63%	60.0%	66.7%	66.7%
Percentage Veterans	1%	0.0%	0.0%	0.0%
Percentage w Disabil.	5%	0.0%	0.0%	0.0%

Campus Level

Category Summary

Professional Faculty

	Records	Applicants	Appl%	Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
<b>Total + Total Selection Rate</b>	291	291	100%	2	1%	2	1%	2	1%
<b>Male</b>	100	100	34%	2	2%	2	2%	2	2%
<b>Female</b>	137	137	47%	-	0%	-	0%	-	0%
<b>Other</b>	-	-	0%	-	0%	-	0%	-	0%
<b>Unknown</b>	54	54	19%	-	0%	-	0%	-	0%
<b>Total Not Female</b>	154	154	53%	2	1%	2	1%	2	1%
<b>Total Min</b>	171	171	59%	-	0%	-	0%	-	0%
<b>Asian</b>	86	86	30%	-	0%	-	0%	-	0%
<b>Black</b>	48	48	16%	-	0%	-	0%	-	0%
<b>Hispanic</b>	31	31	11%	-	0%	-	0%	-	0%
<b>Other inc 2 or more</b>	6	6	2%	-	0%	-	0%	-	0%
<b>Italian-American</b>	7	7	2%	-	0%	-	0%	-	0%
<b>White (Not Ital)</b>	100	100	34%	2	2%	2	2%	2	2%
<b>Total White</b>	107	107	37%	2	2%	2	2%	2	2%
<b>Unknown Ethnicity</b>	13	13	4%	-	0%	-	0%	-	0%
<b>White+Unknown</b>	120	120	41%	2	2%	2	2%	2	2%
<b>Veterans</b>	5	5	2%	-	0%	-	0%	-	0%
<b>Indiv. w Disabilities</b>	15	15	5%	-	0%	-	0%	-	0%

Least Selected:		Least Selected:		Least Selected:	
Female	<i>Adverse</i>	Female	<i>Adverse</i>	Female	<i>Adverse</i>
Ttl Minorities	<i>Adverse</i>	Ttl Minorities	<i>Adverse</i>	Ttl Minorities	<i>Adverse</i>

Percent Female	47%	0.0%	0.0%	0.0%
Percent Total Mins.	59%	0.0%	0.0%	0.0%
Percentage Veterans	2%	0.0%	0.0%	0.0%
Percentage w Disabil.	5%	0.0%	0.0%	0.0%

Campus Level

Category Summary

Professional Non-Faculty

	Records	Applicants	Appl%	Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
<b>Total + Total Selection Rate</b>	163	160	98%	14	9%	2	1%	2	1%
<b>Male</b>	43	42	26%	1	2%	-	0%	-	0%
<b>Female</b>	102	100	63%	13	13%	2	2%	2	2%
<b>Other</b>	-	-	0%	-	0%	-	0%	-	0%
<b>Unknown</b>	18	18	11%	-	0%	-	0%	-	0%
<b>Total Not Female</b>	61	60	38%	1	2%	-	0%	-	0%
<b>Total Min</b>	120	118	74%	11	9%	2	2%	2	2%
<b>Asian</b>	36	36	23%	1	3%	-	0%	-	0%
<b>Black</b>	39	37	23%	5	14%	1	3%	1	3%
<b>Hispanic</b>	38	38	24%	5	13%	1	3%	1	3%
<b>Other inc 2 or more</b>	7	7	4%	-	0%	-	0%	-	0%
<b>Italian-American</b>	4	4	3%	1	25%	-	0%	-	0%
<b>White (Not Ital)</b>	30	29	18%	2	7%	-	0%	-	0%
<b>Total White</b>	34	33	21%	3	9%	-	0%	-	0%
<b>Unknown Ethnicity</b>	9	9	6%	-	0%	-	0%	-	0%
<b>White+Unknown</b>	43	42	26%	3	7%	-	0%	-	0%
<b>Veterans</b>	-	-	0%	-	0%	-	0%	-	0%
<b>Indiv. w Disabilities</b>	11	11	7%	2	18%	-	0%	-	0%

Least Selected:		Least Selected:		Least Selected:	
Not Female	<i>Adverse</i>	Not Female	<i>Adverse</i>	Not Female	<i>Adverse</i>
Not Minority	<i>Adverse</i>	Not Minority	<i>Adverse</i>	Not Minority	<i>Adverse</i>

Percent Female	63%	92.9%	100.0%	100.0%
Percent Total Mins.	74%	78.6%	100.0%	100.0%
Percentage Veterans	0%	0.0%	0.0%	0.0%
Percentage w Disabil.	7%	14.3%	0.0%	0.0%

## Appendix G            Exceptions to the Search Process

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 that is reviewed by the Office of the Vice Chancellor for Human Resources.

This listing includes waivers that were scheduled to be effective during the Plan Year. Some candidates may have declined or delayed appointments. Waivers granted to correct minor search issues and adjustments to titles are not listed.

The waiver process applies to full-time appointments only.

## School of Public Health

Waivers effective between 6/1/2021 and 5/31/2022. Excludes title adjustments based on reviews, search corrections, and withdrawn requests.

**Dean of Public Hlth & Htlh Pol****Gender****Ethnicity****HE Officer**

Female

Asian/Nat. Haw./Other Pac. Isl.

**Basis** RF to Tax Levy**Epidemiology and Biostatistics****Gender****Ethnicity****Assc Professor**

Male

Hispanic/Latino

**Basis** Extraordinary Qualifications**Asst Professor**

Male

White

**Basis** Extraordinary Qualifications**Health Policy and Management****Gender****Ethnicity****Asst Professor**

Female

Black/African Am.

**Basis** Extraordinary Qualifications**Provost Operations****Gender****Ethnicity****Assc Dean**

Female

White

**Basis** Advancement