

2023-2024 AFFIRMATIVE ACTION REPORT 2024-2025-AFFIRMATIVE ACTION PLANS

CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY

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

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PART ONE: INTRODUCTION AND BACKGROUND

This report is an annual update of the Affirmative Action Plan (AAP) for federal contractors. The US Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) oversees federal contractor affirmative action compliance requirements. This plan reflects requirements related to: Presidential Executive Order (EO) 11246, addressing gender and federally protected ethnicities; the Vietnam Era Veterans’ Readjustment Assistance Act of 1974 (VEVRAA), as amended, for protected veterans, and 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 Trustee resolutions, and CUNY policy.

The document reflects the following timeframes:

The employee census date is June 1, 2024.

The reporting year is June 1, 2023 – May 31, 2024 (Affirmative Action Report 2023-2024)

The program year is September 1, 2024 – August 31, 2025 (Affirmative Action Plan).

Overview

The City University of New York (CUNY), the largest and most diverse urban public university in the United States, began training public health professionals in 1968 at Hunter College. It was one of the first public institutions without a school of public health to tackle the complex health problems facing the nation’s increasingly diverse cities. By 2006, CUNY offered MPH degree programs at 3 campuses: Hunter, Brooklyn, and Lehman Colleges. That same year, Chancellor Matthew Goldstein announced the University’s commitment to develop a collaborative school of public health, integrating the resources of the previously independent programs under the leadership of a single Dean. In 2007, the CUNY Graduate School, home to the University’s 34 doctoral programs, introduced a Doctor of Public Health (DPH) degree program. In 2011, the School received its first full 5-year accreditation from the Council on Education in Public Health (CEPH). In 2013, the CUNY Board of Trustees adopted changes to the School’s governance plan to better reflect the University-wide nature of the School and position it for continued and expanded collaborations, growth and success. Also, in 2013, following a national search, the CUNY Board of Trustees appointed the School’s first permanent Dean, Dr. Ayman El-Mohandes. In August 2015, the central component of the School moved into 25,000 sq. ft. of newly-renovated office space on West 125th Street in West Harlem, Manhattan.

In November 2015, the CUNY Board of Trustees approved a resolution directing the Chancellor of the University to develop and implement a plan to transition the existing consortial School to a unified graduate school that would administer all master’s and doctoral-level degree programs in public health, continuing as a unit within the CUNY Graduate School and University Center.

The name of the School was changed to the CUNY Graduate School of Public Health and Health Policy. 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 and 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.

Values:

The values that guide the work of the School include:

We strive to incorporate health equity into everything we do.

We provide access to excellent educational programs for all students.

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

We are a respectful, diverse, and inclusive community.

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

CUNY SPH’s Strategic Plan AY 2021-2023 outlines the following goals:

- Educational Excellence
- Research and Scholarship
- Service and Community Impact
- Student Success
- Professional Development
- Organizational Excellence

Appendix A displays a high-level organization chart.

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.

Federally protected ethnicities identified in Executive Order 11246 are American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander, Two or More Races, and Women. CUNY’s Chancellor designated Italian American as a protected ethnicity for CUNY in 1976 and we produce a separate plan for Italian Americans.

CUNY and the School posts its policies on non-discrimination, sex-based misconduct, and affirmative action on the respective websites: <https://www.cuny.edu/about/administration/offices/legal-affairs/policies-resources/> and <https://sph.cuny.edu/about/equity-diversity-inclusion-policy-compliance/>

Appendix B provides the text of the major policies.

Responsibilities

The entire community participates in promoting diversity and inclusion. Additionally, we have assigned certain 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, compliance, and diversity programs, including the Chief Diversity Officer (CDO), 504-ADA Coordinator and Title IX Coordinator.
- ensures they have authority, staffing, and other resources to fulfill their assigned responsibilities
- communicates commitment to equal employment opportunity, including an annual reaffirmation, and issues required reports, including this affirmative action plan.

The Dean issues a reaffirmation of the college's commitment to the policies annually. The most recent reaffirmation letter issued by Dean El-Mohandes is dated September 9, 2024.

Appendix C contains the annual reaffirmation letter issued by the Dean.

Chief Diversity Officer

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

- provides confidential consultation for, investigates, and resolves discrimination/harassment complaints
- distributes new and revised policies and notices, integrating them into training programs, search committee orientations, websites, and other communications
- evaluates affirmative action programs and initiatives
- prepares and communicates affirmative action plan reports
- consults with hiring teams and managers on recruitment and selection, overseeing recruitment plans and effective recruitment/selection strategies
- participates in CUNY initiatives promoting diversity and inclusion.

The Chief Diversity Officer completed the OFCCP's annual online certification of compliance with affirmative action program requirements prior to June 30, 2024.

Other 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 affirmative action programs.

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 serve staggered renewable three-year terms; with student members serving renewable one-year terms. Members of the CEI elect a faculty and a staff member as co-chairs who serve renewable 3-year terms. Co-chairs serve as representatives of the CEI on the Steering Committee of the Governance Council. The CDO is a non-voting ex-officio member.

CEI membership for 2023-24	CEI membership for 2024-2025
<u>Co-Chairs:</u> Himani Sharma, Staff Sasha Fleary, Faculty <u>Student members:</u> Antionette Wearing Nimra Rahman <u>Faculty members:</u> Levi Waldron Marie Sillice Rachael Piltch-Loeb Victoria Ngo <u>Staff members:</u> Daneen Anderson-Mercer Paulo Lellis Tina Lin Toya Cox	<u>Co-Chairs:</u> James Warren, Staff Rosemary Farrell, Faculty <u>Student members:</u> Mackenzie Long Raveena Jhaj <u>Faculty members:</u> Philip Kreniske Rachael Piltch-Loeb Sehyun Oh Thomas Rouyard <u>Staff members:</u> Besnik Berisha Dawn Murrain Paulo Lellis Tina Lin

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

The CEI sponsors a DEI speaker in the Grand Rounds each academic year.

University Management

CUNY’s University Office of Recruitment and Diversity (ORD) within University Human Resources establishes job groups and report parameters, and reports summary statistics. ORD sponsors university-wide diversity programs and maintains data collection and self-identification systems. It also maintains job posting and applicant tracking systems.

PART TWO: DATA AND ANALYSIS

Collecting Employee Data

We extracted data on active employees as of June 1, 2024, from CUNY's system of record, CUNYfirst. We include personnel on most paid leaves, including medical and fellowship/ sabbatical leave. We exclude personnel on terminal leaves such as retirement leave, student workers (including Graduate Assistants) and people employed separately by CUNY's Research Foundation.

We invite employees to self-identify gender, race/ethnicity, veteran status, and disability status. Employees may update selections at any time on an Employee Self-Service portal. The Office of Human Resources conducts regular reviews and audits to ensure that all employees have self-identified their gender, race/ethnicity, disability, and veteran status. We also invite job applicants to self-identify on the job application portal.

Of the **215** employees:

2 employees did not identify gender, noting that category was not listed.

1 employee did not identify a valid race/ethnicity category.

We assign employees who do not identify a status to the "unknown" category for that characteristic and categorize them in the majority or "not protected" group for that characteristic (i.e., male, or white) as per regulations.

10 employees identified their disability status.

1 employee identified as a veteran.

Self-Identification Categories

We use the following categories to evaluate representation by race/ethnicity for the federal affirmative action plan:

- Total Protected Ethnicities (all groups other than White, reported as a single category)
- Asian (consolidates Asian, Hawaiian/Other Pacific Islander)
- Black/African American
- Hispanic/Latino
- White (not a federally protected ethnicity).

We record a person identifying as both Hispanic/Latino and another group as Hispanic/Latino, and not as Two or More Races.

We include the categories of American Indian/Alaska Native and Two or More Races under Total Protected Ethnicities and do not report them separately.

Consistent with long-standing agreements, we ask employees to self-identify Italian American status, and create a separate Italian American affirmative action plan. We also invite employees to voluntarily provide data on their ancestries from a list of approximately sixty categories.

CUNY provides for six categories of gender identification but uses the federally mandated categories for this plan. For federal reporting, we include only persons specifically identifying as female in the federally protected gender category.

The federal government is in the process of preparing new standards for self-identification expected to impact future Affirmative Action plans.

Analyzing Data

We analyze workforce data as mandated to promote a complete assessment, covering:

- Workforce Analysis (evaluating employment within organizational units/departments)
- Job Group Analysis (analysis of job groups and academic disciplines)
- Utilization Analysis (comparisons with labor market availability measures)
- Personnel and Recruiting Activity (personnel actions, recruitment and hiring, and compensation).

We rely on methods provided by the US Department of Labor's Office of Contract Compliance Programs (OFCCP) such as the *Educational Institutions Technical Assistance Guide (2019)*.

Workforce Analysis

Workforce Analysis is a review of employees organized by their assigned division and department. We review demographic data by job title in order of rank (salary range). Due to length, we do not publish the Workforce Analysis charts in this report.

The next two charts summarize the workforce by job group, and faculty workforce by tenure status.

Table 1: Workforce by Job Group

Table 2: Faculty Tenure Status

Executive/Administrative/Managerial

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Admin 1: Executive	12	10	83.3%	3	25.0%
Admin 2: Managerial	25	21	84.0%	16	64.0%
Admin 2: Managerial Adjunct	17	11	64.7%	5	29.4%
Managerial: Info Tech	1	0	0.0%	1	100.0%
Managerial: Security	1	1	100.0%	1	100.0%

Professional Faculty

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Faculty: Professoriate	46	25	54.3%	12	26.1%
Faculty: Librarian	1	1	100.0%	0	0.0%
Faculty: Lecturer	4	1	25.0%	0	0.0%
Faculty: Lecturer Adjunct	17	13	76.5%	2	11.8%
Faculty: Professoriate Adjunct	18	10	55.6%	8	44.4%

Professional Non-Faculty

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Admin 3: Professional	22	18	81.8%	17	77.3%
Info Tech: Professional	6	2	33.3%	4	66.7%
Info Tech: Professional Adjunct	2	0	0.0%	2	100.0%

Administrative Support Workers

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Office Assistant	1	1	100.0%	1	100.0%
Office Assistant Adjunct	30	21	70.0%	12	40.0%

Technicians

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Engineering Technician	1	1	100.0%	1	100.0%

Service Workers

Job Group	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth %
Campus Public Safety Sergeant	1	1	100.0%	1	100.0%
Campus Peace Officer	5	2	40.0%	5	100.0%
Campus Security Assistant	2	1	50.0%	2	100.0%
Custodial: Supervisory	1	0	0.0%	1	100.0%
Custodial: Assistant	1	0	0.0%	1	100.0%
Custodial: Assistant Adjunct	1	1	100.0%	1	100.0%

Full-Time Faculty by Title and Tenure Status

2024-2025

School of Public Health

Total Faculty: 51

Status categories are: Tenure, Track Tenure, Substitute, and "Instructors or Others PSC" (not eligible for tenure). This report refers to tenure as of the 2023-2024 academic year (effective 9/1/2023)

Group/Title/Status	Ttl Empls	Female #	Female %	Pro. Eth #	Pro. Eth%
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Faculty: Lecturer

Distinguished Lecturer	2	1	50.0%	0	0.0%
Instructors and others PSC	2	1	50.0%	0	0.0%
Clinical Professor	2	0	0.0%	0	0.0%
Instructors and others PSC	2	0	0.0%	0	0.0%

Faculty: Librarian

Instructor-Librarian	1	1	100.0%	0	0.0%
Instructors and others PSC	1	1	100.0%	0	0.0%

Faculty: Professoriate

Asst Professor	11	5	45.5%	3	27.3%
Tenured	1	1	100.0%	0	0.0%
Track Tenure	10	4	40.0%	3	30.0%
Research Faculty-Asst Prof	1	0	0.0%	0	0.0%
Instructors and others PSC	1	0	0.0%	0	0.0%
Assc Professor	18	12	66.7%	5	27.8%
Tenured	13	9	69.2%	2	15.4%
Track Tenure	5	3	60.0%	3	60.0%
Research Faculty-Assc Prof	1	1	100.0%	0	0.0%
Instructors and others PSC	1	1	100.0%	0	0.0%
Professor	10	5	50.0%	2	20.0%
Tenured	8	5	62.5%	1	12.5%
Track Tenure	2	0	0.0%	1	50.0%
Distinguished Professor	5	2	40.0%	2	40.0%
Instructors and others PSC	5	2	40.0%	2	40.0%

COMPARISON OF WORKFORCE SUMMARY DATA (2023:2024)

The comparison below addresses the change in the full-time workforce from the prior reporting year ending May 31, 2023, and as of June 1, 2024.

As of June 1, 2024, the total workforce at the School was 215.

The total full-time workforce was 130, increasing from 129, by adding 1 employee.

Female representation increased from 84 to **85** (adding one female employee).

Protected ethnicity decreased from 71 to 66.

The total part-time workforce was 85, decreasing from 96.

Female representation was at 56, with 30 identifying as a Protected Ethnicity.

Full-time employees in the following job groups:

Executive/Administrative/Managerial:

Total: 39 (increasing by 2)
Females: 32 (increasing by 2)
Protected ethnicity: 21 (remaining the same)

Professional Faculty:

Total: 51
Professoriate: 46 (increased by 2)
Lecturer: 4 (remaining the same)
Librarian: 1 (adding 1)

Professional Non-Faculty:

Total: 28 (decreasing by 4)
Female: 20 (decreasing by 1)
Protected Ethnicity: 21 (decreasing by 4)

Administrative Support Workers

Total: 1 Protected Ethnicity Female (remaining the same)

Technicians

Total: 1 Protected Ethnicity Female (remaining the same)

Service Workers:

Total: 10 (remaining the same)
Female: 4 (decreased by 1)
Protected Minority: 10 (remaining the same)

Part-time employees in the following job groups:

Executive/Administrative/Managerial: (Admin 2 Managerial Adjunct -Non-teaching Adjunct (I-IV)

Total: 17
Female: 11
Protected Ethnicity: 5

Professional Faculty:

Total: 35 (Lecturer Adjunct: 17; Professoriate Adjunct: 18)
Female: 23
Protected Ethnicity: 10

Professional Non-Faculty: (Info Tech: Professional Adjunct)

Total: 2
Female: 0
Protected Ethnicity: 2

Administrative Support Workers (Office Assistant Adjunct: College Assistant title)

Total: 30
Female: 21
Protected Ethnicity: 12

Service Workers:

Total: 1
Female: 1
Protected Ethnicity: 1

Comparative analysis year to year for the part-time workforce will be undertaken in future annual reports.

SUMMARY OF FACULTY BY TENURE STATUS

As of June 1, 2024, the School had 51 full time faculty (an increase of 3).

Distinguished Professor:

The School has 5 Distinguished Professors, of whom 2 are female, and 2 are from a Protected Ethnicity. This shows an increase of 1 female and 1 in the Protected Ethnicity category from last year.

Assistant Professor: A total of 11, of whom 5 are female, and 3 are from a Protected Ethnicity.

There is an increase of 4 employees in the Assistant Professor rank, with an increase of 2 females.

- Of the 11, 10 are on track tenure, of whom 4 are female and 3 are from a Protected Ethnicity.
- There is 1 tenured female.

Associate Professor: A total of 18, of whom 12 are female and 5 are from a Protected Ethnicity.

- Of the 18, 13 are tenured. Of the 13 tenured, 9 are female and 2 are from a Protected Ethnicity.
- Of the 5 who are on track tenure, 3 are female, and 3 are from a Protected Ethnicity.

Professor: A total of 10, of whom 5 are female, and 2 are from a Protected Ethnicity.

- Of the 10, 8 are tenured. Of the tenured, 5 are female and 1 is from a Protected Ethnicity.
- Of the 2 who are on track tenure, 1 is from a Protected Ethnicity.

Non-tenure Track titles:

Distinguished Lecturer: Total 2 (1 female)
Clinical Professor: Total 2
Instructor-Librarian: Total 1 (Female)

Research Faculty:

The School has a 1 Research Assistant Professor; and 1 Research Associate Professor who is female.

Job Group Analysis

Job Group Analysis is a process of creating groups of jobs with similar duties and qualifications. For some reports we “roll up” job groups into categories based on the federal EEO-1 coding system.

CUNY reviews faculty job groups by both rank and academic discipline. CUNY assigns most faculty departments

to disciplines as per the US Department of Education's Classification of Instructional Programs (CIP).

CUNY organizes data about College Laboratory Technicians by assigning the employees' departments to one of two categories: Scientific/Engineering/Technical or a General (non-scientific) category.

The Utilization Analysis provides detail on job groups and academic disciplines.

Utilization Analysis

We compare CUNY's job groups with an estimated labor market availability by job group. We evaluate utilization for females and federal ethnicity categories (Asian, Black/African American, and Hispanic/Latino and Total Protected Ethnicities).

Labor Market Source Data

Labor market availability is a benchmark calculated by job group. It is an estimate of the ratio of females and federally protected ethnicities available for employment. This information is based on both an external labor market in a reasonable geographic area, and an internal labor market of CUNY personnel eligible for advancement. We last calculated labor market availability in 2023.

It is not possible for anyone to exactly calculate labor market availability, as all calculations are based on historical data. We consider the calculations and the resulting findings to be general indicators.

We calculated an internal labor market utilizing lists of CUNY-wide appointments between 2017-2022. For Classified Civil Service titles, we also consulted with CUNY's Director of Civil Service Operations. This review resulted in a percentage of internal advancements for each job group. The resulting demographics are based on persons employed as of June 1, 2022.

For external labor market calculations other than faculty, we utilized the US Census American Community Survey (ACS), 5-year estimate, 2017-2021 (final), extracted from University of Minnesota's Integrated Public User Microdata Sample (IPUMS). We selected data based on geography, labor force participation, occupation, and educational attainment.

We combine internal and external labor market calculations in proportion to the numbers of internal advancements and external hires into each job group.

For faculty, we calculated labor market availability by both job group and academic discipline within job group. We utilized the US Department of Education's National Center for Education Statistics' Integrated Post-Secondary Education Data System (IPEDS) degree completion data, 2020-2021 (final). We used the Classification of Instructional Programs (CIP) to identify discipline.

Calculating Underutilization

A workplace without bias should employ persons in protected groups in the same ratio that people in each group appear in the general labor market.




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

We do not report on the Dean's position, as it reports outside of our unit.

We report underutilization where the percent of employees belonging to a protected group does not reach a benchmark of at least 80% of the labor market estimate, and the difference is equal to at least one full-time

equivalent employee. The following illustration may help explain:

Illustration: Utilization and Underutilization

<p>If a job group has ten employees and 50% of the available labor market is female, we expect 50% of employees in that job group (five persons) should be female.</p>	<p>We use a benchmark of 80% of the labor market. If at least four employees are female, there would be no underutilization.</p>	<p>In this example there are three females in the job group. Females are underutilized compared with the labor market (or “underutilization of one.”)</p>
		

Appendix D details utilization/underutilization in each category (job group and/or academic discipline). We prioritize job groups with underutilization for placement goals and outreach for hiring and advancement.

While we expect year-to-year variations to be the result of implementing our affirmative action plans, variations may also arise from changes in availability, hires, advancements, and separations.

Table 3: Summary of Underutilization and Goals

This exhibit summarizes underutilization of protected groups by job group and discipline in faculty ranks, organized by job group and academic discipline. We report combinations of job group and discipline only in years they have five or more incumbents.

This summary reports underutilization in:

- 2024 - 2025 Plan (as of 6/1/2024 - current plan)
- 2023 - 2024 Plan (as of 6/1/2023)
- 2022 - 2023 Plan (as of 6/1/2022)
- 2021 - 2022 Plan (as of 6/1/2021)

In 2023, we updated Labor Market Availability estimates, which could impact results between years. We also began calculating underutilization for adjunct faculty. In 2024, we refined the method to account for multiple adjunct appointments, which could reduce the total adjunct count.

Underutilization indicates areas of outreach for recruitment and advancement. When underutilization does not change year-to-year, it may be due to limited turnover (opportunities to hire or promote into the job group).

There are more details in the plan narrative and in Appendix D (Utilization Analysis).

Faculty: Professoriate Adjunct

	Total Faculty	Female	Total Pro. Eth.	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino
Biological and Biomedical Sciences						
2023	6					
Health Professions and Related Programs						
2024	10			1		
2023	11	2		1		

Faculty: Professoriate

	Total Faculty	Female	Total Pro. Eth.	Asian/Nat Haw./OPI	Black/ African Am.	Hispanic/ Latino
Biological and Biomedical Sciences						
2024	12				1	
2023	10		1			
2022	12				1	
2021	10					
Health Professions and Related Programs						
2024	20			2	1	
2023	19			1		
2022	19			1		
2021	19					
Social Sciences						
2024	14	2				1
2023	15					1
2022	15					1
2021	13					1

Faculty: Lecturer Adjunct

	Total Faculty	Female	Total Pro. Eth.	Asian/Nat Haw./OPI	Black/African Am.	Hispanic/Latino
Biological and Biomedical Sciences						
2024	6		2	1	1	
2023	8				1	
Health Professions and Related Programs						
2024	5		1		1	1
2023	6		3	1	1	1
Social Sciences						
2024	6		3	1	1	1
2023	6		3	1	1	1

School of Public Health

This exhibit summarizes underutilization of protected groups for non-faculty, presented by job group (organized by EEO Category, as in the Workforce Summary). We report job groups only in years they have five or more incumbents.

This summary reports underutilization in:

- 2024 - 2025 Plan (as of 6/1/2024 - current plan)
- 2023 - 2024 Plan (as of 6/1/2023)
- 2022 - 2023 Plan (as of 6/1/2022)
- 2021 - 2022 Plan (as of 6/1/2021)

In 2023, we updated Labor Market Availability estimates, which could impact results between years. We also began calculating underutilization for hourly appointments. In 2024, we refined the method to account for multiple hourly appointments, which could reduce the total staff count.

Underutilization indicates areas of potential outreach for recruitment and advancement. When underutilization does not change year-to-year, it may be due to limited turnover (opportunities to hire or promote into the job group).

There are more details in the plan narrative and in Appendix D (Utilization Analysis).

Executive/Administrative/Managerial

Admin 1: Executive

	Total Staff	Female	Total Pro. Ethnicity	Asian/Nat Haw./OPI	Black/ AfricanAm	Hispanic/ Latino
2024	12					
2023	10					
2022	10					
2021	8					

Admin 2: Managerial

2024	25					
2023	25					
2022	23					
2021	20					

Admin 2: Managerial Adjunct

2024	17		4		2	2
2023	20		4	2		2

Professional Non-Faculty

Admin 3: Professional

	Total Staff	Female	Total Pro. Ethnicity	Asian/Nat Haw./OPI	Black/ AfricanAm	Hispanic/ Latino
2024	22					
2023	24			1		
2022	20					
2021	17					

Info Tech: Professional

2024	6			1	1	
2023	8	1		1		
2022	5		1		1	
2021	5		1		1	

Administrative Support Workers

Office Assistant Adjunct

	Total Staff	Female	Total Pro. Ethnicity	Asian/Nat Haw./OPI	Black/ AfricanAm	Hispanic/ Latino

Administrative Support Workers

Office Assistant Adjunct

	Total Staff	Female	Total Pro. Ethnicity	Asian/Nat Haw./OPI	Black/AfricanAm	Hispanic/Latino
2024	30				1	2
2023	30		7			5

Service Workers

Campus Peace Officer

	Total Staff	Female	Total Pro. Ethnicity	Asian/Nat Haw./OPI	Black/AfricanAm	Hispanic/Latino
2024	5			1		
2023	5			1		
2022	5					

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

Utilization Analysis for Full-time and Adjunct Faculty by Program. Also, see Appendix D.

Community Health and Social Sciences:

Full-time Professoriate: 10

Female: 6

There is no underutilization.

Part-time Professoriate Adjunct: 9

Female: 6

There is an underutilization of 1 in a Protected Ethnicity, specifically in the Asian, Hawaiian/Other Pacific Islander category.

Environmental, Occupational, and Geospatial Health Sciences

Full-time Professoriate: 10

Female: 7

There is an underutilization of 3 in a Protected Ethnicity, specifically 2 in the Asian, Hawaiian/Other Pacific Islander category and 1 in the Black/African American category.

Epidemiology and Biostatistics:

Full-time Professoriate: 12

Female: 7

There is an underutilization of 1 in a Protected Ethnicity, specifically in the Black/African American category.

Part-time Professoriate Adjunct: 6

Female: 5

There is an underutilization of 2 in a Protected Ethnicity, specifically 1 in the Asian, Hawaiian/Other Pacific Islander category and 1 in the Black/African American category.

Health Policy and Management:

Full-time Professoriate: 12

Female: 4

There is an underutilization of 2 females and 1 in a Protected Ethnicity, specifically in the Hispanic/Latino category.

Part-time Professoriate Adjunct: 6

Female: 4

There is an underutilization of 3 in a Protected Ethnicity, specifically 1 in the Asian, Hawaiian/Other Pacific Islander category, 1 in the Black/African American category and 1 in the Hispanic/Latino category.

Utilization Analysis by Staff in the job groups:

Executive/Administrative/Managerial: (Admin 1 and Admin 2)

There is no underutilization.

Professional Non-Faculty:

- There is no current underutilization in the Admin 3 job group. Last year, there was 1 underutilization in a Protected Ethnicity category, which has been addressed.
- There is an underutilization in the Info Tech Professional job group, specifically 2 in a Protected Ethnicity (1 in Asian, Hawaiian/Other Pacific Islander and 1 in Black/African American) category.

Service Workers: There is 1 underutilization in a Protected Ethnicity category (Asian, Hawaiian/Other Pacific Islander).

Utilization Analysis by Staff in Part-time Job Groups:

Executive/Administrative/Managerial: (Admin 2: Managerial Adjunct)

- There is a continued underutilization of 4 in a Protected Ethnicity with 2 in the Black/African American and 2 in the Hispanic/Latino category.

Administrative Support Workers (Office Assistant Adjunct)

There is an underutilization of 1 Black/African American and 1 in the Hispanic/Latino category.

Utilization, Underutilization, and Placement Goals

The School will pay particular attention to the underutilization in the full-time faculty ranks in the Environmental, Occupational, and Geospatial Health Sciences, Epidemiology and Biostatistics, and Health Policy and Management departments in recruitment and hiring, when vacancies occur.

Part-time faculty ranks show underutilization in each department. Data shows that the underutilization has increased by 6 in the Protected Ethnicity categories since last year. Recruitment and hiring of adjunct faculty are not formally structured, and often based on projected enrollment in the upcoming semester. The School will address diversity in adjunct faculty as an on-going, pro-active effort to create classrooms and provide instruction which reflect the diversity of the student body.

The School will continue to address underutilization in the part-time staff titles, when there are hiring opportunities.

Personnel and Recruiting Activity

Personnel Activity

We review personnel actions for adverse impact. We compare rates of hiring, promotion, and termination by gender and ethnicity. We review activity for each job group, but report results only for groups with a material number of actions and/or applicants.

Appendix E summarizes job actions, including tenure, by gender and ethnicity.

We compared employee titles on June 1, 2024 to titles they held on June 1, 2023. This method is necessary given system limitations but may exclude some actions, such as an employee changing job groups more than once over the year. We count hires, moves to a higher or lower job group, moves within a job group, and separations. We report employees who change job groups and/or transfer between CUNY units as having separated from the former job group and appointed to the new group (two actions). Adverse selection may occur when any one group (protected or not) has a rate of hire, advancement, or separation less than 80% of the rate of the most-selected group for that particular action.

SUMMARY OF PERSONNEL ACTIVITY

Hires:

A total of 7 faculty were appointed.

- 5 individuals were hired from outside CUNY.
- A part-time faculty was appointed to a full-time Research Faculty position through a search waiver.
- A Research Faculty was appointed to a tenure-track position, classified as a lateral change within the Professional Faculty group, even though a search waiver was executed for this appointment.

1 hire was made in an administrative position.

Movement/Advancement in Title

- 1 individual advanced in title (From Admin 2 to Admin 1 Executive)
- 2 appointments were made to the Distinguished Professor title.
- 3 faculty received promotions.

Of those who advanced in title, 2 are female. 1 individual identifies as a Protected Minority.

Separations:

7 employees separated from the School.

- 1 faculty retired and 2 resigned
- Of the 4 administrative staff, 1 employee joined another CUNY school and 3 resigned.

Of the 7 employees who separated from the School, 3 were female and 2 were from a Protected Ethnicity category.

Table 4: Tenure Summary

Faculty Group	Total Tenure Awards	Tenure Awards to Females	Tenure Awards to Protected Ethnicities	Tenure Awards Denied
Professors	0	0	0	0
Associate Professors	1	1	0	0
Assistant Professors	0	0	0	0
Lecturers	0	0	0	0

1 female Associate Professor was granted tenure.

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 "years of service" requirements. For professorial faculty, there are extensive reviews resulting in tenure recommendations to the President.

The School made 2 appointments in the rank of Distinguished Professor, bringing the total to 5. Currently, the School has the titles in the following departments:

- Community Health and Social Sciences: 1
- Epidemiology and Biostatistics: 3
- Health Policy and Management: 1

Gender and Protected Ethnicity is detailed earlier.

Recruiting Activity

CUNY is committed to recruiting 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 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 on our Careers page, <https://cuny.jobs> and open Civil Service examinations on the CUNY Civil Service web page, <https://www.cuny.edu/about/administration/offices/hr/classified-civil-service/notice-of-exams-noe/>.

We invite candidates to voluntarily self-identify gender, race/ethnicity, disability status, and veteran status.

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. The CDO pays attention to the selected candidate, ensuring that the salary offer is within the range posted (advertised in the job posting) and meets compensation equity parameters.

As per federal guidelines, an "applicant" is someone who applies to a specific opening, has the minimum qualifications, we considered their application, and they did not withdraw. We analyze applicants and selection rates by job group for interviews, offers, and hires.

We report searches resulting in an offer during the previous plan year. For some searches, there is a time gap between offer and start dates. To avoid a lag in reporting, we include searches based on the date the candidate accepts our job offer, even if they have not started work by June 1. This explains the differences between total hires in personal activity reports and completed searches in recruitment reports.

Appendix F summarizes recruiting and selection by job group for searches concluded with a job offer between June 1, 2023, and May 31, 2024.

SUMMARY OF RECRUITING ACTIVITY

The School conducted **4** searches during the period.

2 of the searches were for administrative positions with 1 position approved for hiring a substitute.

Substitute posting: As per the contractual guidelines, the extension for the second substitute period was considerably delayed. Based on Central Office guidance, the School posted this position to be able to continue seamless service in a critical administrative operation unit.

A faculty posting was open for 4 vacancies. During the posting period, the School needed to fill a sudden vacancy, and therefore, the same posting was used to hire a faculty to fill the additional vacancy.

The position for a faculty librarian was posted.

163 applicants applied for the postings.

Of the 163 applicants, 87 applicants identified as female. 7 applicants did not identify their gender.

102 applicants identified themselves as a Protected Ethnicity. 8 did not identify themselves.

22 of the applicants identified themselves as Individuals with a Disability.

26 applicants were interviewed.

Of the 26 applicants, 12 were female and 12 were from a Protected Ethnicity.

3 of the interviewees identified as Individuals with a Disability.

8 hires were made, with 4 identifying as female; and 2 identifying as a Protected Ethnicity.

Adverse Selection

Federal guidelines state adverse selection may occur when any one group (protected or otherwise) has a rate of hire, advancement, or separation less than 80% of the rate of the most selected group.

In the reporting year, the selection of candidates showed potential adverse impact for females in the rate of selection for interview; and in hires, candidates identifying as a Protected Ethnicity showed a potential adverse impact.

The School will pay particular attention to diversity in the selection of candidates for interviews and hires, when the opportunity to hire is available.

Table 5: Exceptions to the Search Process

Employee Group	Total Exceptions	Exceptions - Females	Exceptions- Protected Ethnicities
Executives (Admin 1 Group)	1	0	0
Higher Education Officers (Admin 2/ Admin 3 Groups)	0	0	0
Faculty	1	0	0
Other (Describe)	0	0	0

SPH requested **2** Exceptions to the Search Process. The Chief Diversity Officer submitted requests for a search waiver to the University Human Resources (UHR) for review. The UHR granted the waivers for an appointment in a Research Faculty -Assistant Professor title; and an appointment in the ECP title. This search waiver was requested to facilitate a change of status for an Admin Group 1 employee in recognition of increased responsibility and justified by the contract agreement with the School's Foundation for the funding of the position.

Note: A Research Faculty was appointed to a tenure-track position, classified as a lateral change within the Professional Faculty group, even though a search waiver was executed for this appointment.

Civil Service Hiring

CUNY's University Human Resources administers and validates Civil Service examinations and maintains applicant and examination records. It is noted that all CUNY Classified Civil Service positions are advertised with the qualifying statement that only candidates who have appeared for the specific/relevant Civil Service examination or are qualified in their current rank are eligible candidates. If appointed in a temporary status for the position, the candidate must further qualify to be included in the CUNY hiring pool based on their test results.

We selected **1** individual for a Classified Civil Service position from ranked lists based on examination scores, according to CUNY's Civil Service regulations.

Compensation

CUNY develops university-wide pay schedules based on bargaining unit contracts, Civil Service regulations, government wage determinations, and university policies. Outside of executives, CUNY pays employees according to the terms of the bargaining unit contract applicable to their job title, even for individuals excluded from representation. Pay 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 New York City Prevailing Wage schedules for Skilled Trades.

Officials in New York City and New York State governments review labor contracts. CUNY's Trustees review and approve all pay plans.

The Chief Diversity Officer reviews overall practices such as:

- Setting of starting salaries
- Pay exceptions (performance-based pay and increases upon promotion)
- Tracking compensation decisions
- Document retention
- Assignment of overtime/additional assignments.

The **SPH Personnel Review Committee** reviews HEO series and Classified Civil Service employee actions, including but not limited to appointments, reclassifications, movements in title, and salary. The Chief Diversity Officer is an ex-officio member of the SPH Personnel Review Committee and provides oversight and review of all actions to ensure that actions comply with policy and contractual requirements, and meet equity goals.

The Office of Human Resources works closely with the University HR Advisory Services team and the Compensation Specialist in University HR to ensure that classification, compensation and equity is reviewed for each position.

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

PART THREE: ACTION-ORIENTED PROGRAMS

This section provides a qualitative assessment of prior-year goal attainment and details efforts aimed at achieving next year's goals.

2023-2024: Prior Year Programs

Last year, we undertook the following to support affirmative action and create a climate of inclusion. Seminars, workshops, and panel discussions were held remotely through the academic year 2023-24 with outreach to students, faculty, and staff for participation. The list of programs is provided below:

Table 6: Summary of Programs, 2023-2024

Birthing Justice: Black Women, Pregnancy, and Childbirth (Bronx, Harlem and Brooklyn events)
Breaking Barriers through Leading with Justice -Part 1, 2, and 3
Bringing Your Authentic Self to Work
Bystander Intervention to Stop Anti-Asian/American and Xenophobic Harassment
Bystander Intervention to Stop Anti-Semitic Hate and Harassment
Bystander Intervention to Stop Islamophobic and Xenophobic Harassment
Bystander Intervention to Stop Police Sponsored Violence and Anti-Black Racist Harassment
Bystander Intervention to Stop Stigma Around Learning Differences
Bystander Intervention to Support the LGBTQIA+ Community
Cannabis as Medicine Program with NYS Office of Cannabis Management
Cannabis Corner Webinar Series – Episode 1: The Role of Public Health in Cannabis Equity
Cannabis Corner Webinar Series - Episode 2: Cannabis History and Practice Across Industries
Cannabis Equity in Harlem Research Update
CannAct Cannabis Action Conference Viewing MULTI-DAY (Jan 29 – Jan 31)
Career Corner: Building Your Team: Mentors, Advocates, Champions, and more!
Career Corner: Etiquette and Best Practices for Online Professional Spaces
Career Corner: How to Leave Your Job
Career Corner: Networking Your Way to the Job Offer
Career Corner: Prepare for the Career Fair!
Career Corner: Presentations and Public Speaking
Career Corner: Recognizing and Honing Transferable Skills
Career Corner: Resume Reviews
Career Corner: Stuck in the Middle: Managing Up While Managing Down
Career Skills Masterclass: Breaking Through with Your Professional Brand
Career Skills Masterclass: Career Values with DSNY Commissioner Jessica Tisch
Career Skills Masterclass: From Beginning to End: How to Start and Leave Your Job
Career Skills Masterclass: Imposter Syndrome: Making Friends with Our Fears
with Cesar Herrera, MPH – CEO and Founder, Yuvo Health
Career Skills Masterclass: Leadership at Every Level
with Dean Ayman El-Mohandes and Dr. Nicole F. Roberts
Career Skills Masterclass: Leadership Office Hour with Dr. Dave Chokshi
Career Skills Masterclass: Managing Up While Managing Down with Anupa Fabian
Career Skills Masterclass: Navigating Career Opportunities with Dr. Innocent Clement
Career Skills Masterclass: Self Advocacy in the World of Work with Dr. Marilyn Aguirre-Molina
Career Skills Masterclass: Transferable Skills & Landing the Role
Career Skills Workshop: Career Values
Career Skills Workshop: Cover Letter and Interviewing
Career Skills Workshop: Crafting Effective Professional Emails
Career Skills Workshop: Introduction to Leading Others
Career Skills Workshop: Job Searching for Recent Grads

Career Skills Workshop: Optimize Your Job Search on Handshake
 Career Skills Workshop: Professional Communication and Networking
 Career Skills Workshop: Resume Writing for the Career Transition
 Career Skills Workshop: Self-Advocacy: Negotiating Salary and More
 Career Skills Workshop: Winning the Job Interview
 Career Wellness Workshop: You're Hired! Set up for Success from Day 1
 Career Workshop: Building Your Professional Brand
 Career Workshop: Imposter Syndrome in the Workplace
 Career Workshop: Resume Writing
 Career Workshop: What Hiring Managers Want
 Community Perspectives on System Dynamics Modeling to Inform the Implementation of Evidence-Based Interventions to Reduce Opioid Overdoses and Fatalities
 Creating Healthy Academic Habits Webinar: Building Mindfulness Practices
 Creating Healthy Academic Habits Webinar: Combating Perfectionism
 Creating Healthy Academic Habits Webinar: Cultivating Positive Self Talk
 Creating Healthy Academic Habits Webinar: Implementing Self-Care
 Creating Healthy Academic Habits Webinar: Stress Reduction Techniques
 CUNY Public Health Innovation Accelerator Showcase
 CUNY Urban Food Policy Forum – “Food Spending and Government Budgets: Prospects for 2024”
 CUNY Urban Food Policy Forum – “Mutual Aid: Grassroots Food Sovereignty in NYC”
 Diversity, equity, and inclusion in public health
 Do We Value Public Health? A call to action to invest in the public health workforce.
 Employer Discovery Series: NCI Center for Cancer Training
 Employer Discovery Series: Office of Emergency Preparedness & Response Pipeline to Preparedness Fellowship
 Employer Discovery Series: The Information Lab
 Everyday Feminist: Driving movements we need now more than ever
 Evidence triangulation in research on Alzheimer’s Disease and Related Dementias
 Faith-Based Leadership Breakfast
 Feeding Each Other: Shaping Change in Food Systems through Relationship
 Grand Rounds: Neurovascular effects of wildfire smoke
 Grand Rounds: Social Network Interventions
 Health and Fitness Workshop Series: Building Resilience
 Health and Fitness Workshop Series: Fitness Fundamentals
 Health and Fitness Workshop Series: Group Reflection Session
 Health and Fitness Workshop Series: Intro to Holistic Health
 Health and Fitness Workshop Series: Mental Health Matters
 Health and Fitness Workshop Series: Nutrition Essentials
 Health and Fitness Workshop Series: Sleep Hygiene
 How can I help you? Thoughts on communication, presentation and leadership
 Internship Discovery Series: CEESP
 Internship Discovery Series: H RTP: A Public Health Internship Program
 Intro to Music Therapy with Dr. Abrams
 Introduction to the Anti-Hate Initiative Education Series
 Managing Academic Stress Support Group -multi-session
 May is Mental Health Awareness Month: Introduction to Tapping
 Measuring What Matters – A staff development seminar with Deborah Levine, LCSW
 Migrants and asylum seekers: The solution to filling NYC’s health workforce gaps
 Narcan Training with the Harlem Health Initiative
 NYS Alcohol Policy Summit: Local Action, Statewide Solutions
 Parent Support Group – CUNY SPH – multi-session

Public Health Everywhere: Nontraditional Career Paths
 Reordering health and wellbeing riskscape through green climate urbanism
 Rising Rates of Congenital Syphilis & Access to Care – Part 1, 2 & 3
 Shining a Light on Food Systems as a Solution to the Climate Agenda
 Sleep Webinar: Don't just dream of better sleep—make it a reality!
 SPH CARES: Translating Public Health Education into Community Impact
 Student only town hall on disability
 Survival Mode – Starting the Conversation on Mental Health for Men of Color
 Systems Change Lecture Series: Social Networks and Health: Evidence and New Directions
 The Future of SciComm: A Conversation with Dr. Francis Collins
 The Ulysses Syndrome: Providing Care to Migrants Experiencing Extreme Migratory Mourning
 Time and Task Management for Graduate Students with ADHD
 Toxic: A Black Woman's Story – Viewing & Panel Discussion
 Trade Agreements As Instruments of Global Health Law
 Unlocking Potential & Breaking Barriers: CUNY Perspectives on ADHD
 Urban Food Policy Forum: Fifty Years of Food Activism in New York City: Lessons for City and State Food
 Politics and Policy
 Urban Food Policy Forum: Food Support Needs for Older Adults

2024-2025: Planned Programs

In this section, we share placement goals and planned initiatives.

Professional development for staff will continue to be a key initiative, focusing on enhancing and embedding professional development programs and robust career skill-building through performance evaluation and management, and providing internal and external resources.

Table 7: Planned Programs, 2024-2025

Program	Job Group/Expected Impact
Opportunities for open discussion on EDI 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, the Student Association and student clubs and the Committee for Equity and Inclusion	Students, faculty and staff
Continue enhancing EDI lens in pedagogy and instruction	Students and faculty
Professional development and skill-building for staff	Staff

Ongoing Activities

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

During the period June 1, 2023, through May 31, 2024, the CDO met with 6 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.

Search committee members who served on multiple searches and had attended an orientation /training

session within 6 months of serving on another search committee were excused. Also, orientation meetings were not held for search committees that were serving again for a failed or cancelled search.

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

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

Recruitment policies support diverse applicant pools through:

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

CUNY SPH HR has developed a comprehensive resource for localized recruitment geared towards expert content-specific professional networks, journals, memberships, listservs and websites. The resource supports the increase in a diverse and qualified applicant pool.

The CDO and HR have 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.

CUNY's University Human Resources office lists job vacancies with state workforce agencies and veterans' centers and maintains consolidated advertising programs posting with job boards serving individuals identifying as veterans, individuals with disabilities, women, and underrepresented ethnicities. The office maintains accounts for university-wide job posting and outreach, including the Higher Education Recruitment Consortium and the DirectEmployers Association. It provides training to Chief Diversity Officers and Human Resources personnel.

CUNY has mandatory online training programs for faculty and staff on sexual harassment prevention and workplace violence prevention. CUNY SPH regularly reviews training records and follow-ups with non-participants to increase compliance.

Internal Audit and Reporting

The Chief Diversity Officer posts and distributes notices of policies, new/revised regulations, and similar information. They integrate compliance information into faculty, student, and staff training. Chief Diversity Officers communicate elements of the Affirmative Action Plan and make it available for public inspection.

The Chief Diversity Officer's internal control responsibilities include:

- Monitoring personnel actions, including new hires, transfers, promotions, and terminations
- Conducting periodic employee self-identification canvassing
- Reviewing recruiting outreach and advertising
- Monitoring complaints/incident reports

- Reviewing personnel practices and the affirmative action programs with management
- Advising management of program effectiveness and providing recommendations for improvement
- Working with Human Resources staff to assure employment records are complete, accurate, and current
- Completing the annual Affirmative Action certification in the US Department of Labor Contractor Portal.

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 ensure employment records, including records in CUNY's HR Information System, are complete, accurate, and up to date.

CUNY has a university-wide discrimination and harassment reporting system which allows for tracking and oversight. More information is available at: <https://www.cuny.edu/about/administration/offices/hr/discrimination-and-retaliation-report-form/>

CUNY SPH investigates any complaints received through the portal and provides timely and prompt reports.

CUNY regularly reports results externally and/or responds to audit requests from:

- New York State Department of Labor
- New York City Department of Education
- New York City Equal Employment Practices Commission.

CUNY periodically reports to the CUNY Board of Trustees, particularly its Subcommittee on Diversity, Inclusion and MWBE.

PART FOUR: INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

This section covers affirmative action plans to address hiring and advancement of individuals with disabilities and veterans. It includes:

- Equal Opportunity and Non-Discrimination Policy
- Review of Personnel Processes
- Review of Physical and Mental Qualifications
- Reasonable Accommodations
- Harassment Prevention Procedures
- External Policy Dissemination
- Outreach and Positive Recruiting
- Internal Policy Dissemination
- Implementation Responsibility
- Training
- Audit and Reporting System
- Benchmark Comparisons.

Equal Opportunity and Non-Discrimination Policy

Appendix C provides the text of CUNY's Equal Opportunity and Non-Discrimination Policy.

Review of Personnel Practices

We ensure personnel processes support equal employment opportunity for employees and applicants who are individuals with disabilities and/or protected veterans. We periodically review practices for potential barriers to employment, training, and promotion.

Personnel practices do not stereotype individuals with disabilities or protected veterans or otherwise limit access to employment. We include individuals with disabilities and veterans in media such as our publications and websites.

We invite employees to self-identify through an online self-service system. We invite applicants to self-identify through CUNY's online applicant tracking system. CUNY maintains appropriate security measures for confidentiality of personal data.

CUNY SPH Human Resources conducts internal reviews and audits and requests employee self-identification updates on a regular basis.

Review of Physical and Mental Qualifications

We ensure physical and mental qualifications are job-related and consistent with business necessity and safety. We periodically review physical and mental qualifications as they relate to employment, training, and promotion. The Chief Diversity Officer reviews position requirements before listing a job vacancy. They review any new job qualifications or conditions to ensure these would not screen out qualified individuals with disabilities or protected veterans.

CUNY's Civil Service unit reviews job requirements prior to issuing new or revised Civil Service job descriptions. CUNY also provides a checklist for planning a recruiting effort with a sign-off on job requirements.

Disability Accommodations

We provide accommodations to individuals with disabilities (including disabled veterans). According to our Policy on Implementing Reasonable Accommodation and Academic Adjustments, Human Resources Directors are responsible for responding to accommodation requests by applicants, employees, contractors, visitors, and

others.

The contact for accommodation requests is:

Name: Arthur McHugh, Jr.
Title: Director of Human Resources
Phone: 646-364-9764
Email: Arthur.Mchugh@sph.cuny.edu

The [Procedures for Implementing Reasonable Accommodation and Academic Adjustments](#) is available on the CUNY website. Campus specific information is available at <https://sph.cuny.edu/about/equity-diversity-inclusion-policy-compliance/> and the Request for Accommodation Form is available on [SPH HR Sharepoint](#).

Information for applicants for employment is provided on the [Employment](#) page of the CUNY website and on the [CUNY SPH webpage](#). There is also a link at the bottom of each job posting on <https://cuny.jobs> directing the candidate to our accessibility page. Applicants may also contact the Office of Recruitment and Diversity at jobs@cuny.edu.

We provide accommodations based on disability, pregnancy, childbirth, or medical condition related to pregnancy or childbirth; religious practice; and status as a victim of domestic violence, sex offense or stalking.

Employees and managers may resolve requests through cooperative, interactive dialogue. Additionally, we documented **5** employee accommodation requests this year, successfully concluded **5** times and were not denied or appealed. At this time, there are **no** outstanding appeals. No job applicants requested accommodations.

Campus facilities continue to be improved to provide access. The Office of Information Technology continued its support to remote working faculty, staff, and students, providing necessary support for online instruction and remote classrooms. Primary communication was made accessible using relevant technology, such as zoom captioning, CART services, etc.

The Office of Online Learning provides faculty with innovative technology combined with the latest advances in instructional design and delivery to facilitate excellence in teaching.

Harassment Prevention

CUNY has developed anti-harassment policies and procedures concerning individuals with disabilities and protected veterans. The CDO, who is also the 504/ADA Coordinator reviews personnel practices to ensure access and non-discrimination for individuals with disabilities and for veterans.

External Policy Dissemination

Each job vacancy announcement includes a summary of CUNY's policy. As noted above, CUNY posts its Non-Discrimination Policy on its employment website and job postings. CUNY's Office of Labor Relations provides an annual notice of our policies to labor unions. Either our unit or the university, as appropriate, notifies subcontractors, vendors, and suppliers of our EEO policies.

Outreach and Positive Recruiting

Table 8: Summary of Prior Year Outreach, 2023-2024

Program / Effort	Impact/Discussion
Targeted and specific outreach to Veterans and Individuals with Disabilities through job websites	Increase diversity in applicant pools
Awareness training and information to search committees	Increase awareness and sensitivity to applicants
Information sessions on the Reasonable Accommodations Policy	Increase awareness and sensitivity to employee requests and increase faculty awareness to student issues and concerns

In Plan Year 2023-2024, CUNY SPH continued its efforts. The CDO provided specific discussions with each search committee, highlighting recruitment and outreach efforts, and providing training on conducting inclusive searches to increase the inclusion of Veterans and Individuals with Disabilities in applicant and interviewee pools, and to support diverse and inclusive hires.

Table 9: Planned Outreach, 2024-2025

Program / Effort	Goals/Expected Impact
Targeted and specific outreach to Veterans and Individuals with Disabilities through job websites	Increase diversity in applicant pools
Awareness training and information to search committees	Increase awareness and sensitivity to applicants
Information sessions on the Reasonable Accommodations Policy	Increase awareness and sensitivity to employee requests and increase faculty awareness to student issues and concerns

CUNY SPH will continue and maintain the outreach, information, and training efforts. Information sessions will be provided throughout the academic year to supervisors and managers to increase awareness and sensitivity to employee requests and needs. A specific effort will be focused on increasing faculty awareness of issues and concerns related to student disabilities and student veterans.

Other outreach activities include:

- Sending information on employment opportunities to outlets reaching protected veterans (including disabled veterans) and individuals with disabilities
- Advertising job openings with external resources including the New York State Labor Department and related agencies

- Sharing information on Civil Service examinations through publishing exam notices and sending them to community organizations and public high schools
- Assisting veterans with a passing score on a competitive Civil Service examination to apply for additional points based on veteran or disabled veteran status as per NY State law
- Assisting qualified individuals with disabilities with appointment to classified competitive Civil Service titles without an examination (55(a) program)
- Filing the annual federal VETS-4212 report.

Internal Policy Dissemination

To foster positive support for affirmative action programs for protected veterans and individuals with disabilities, we have:

- Included policies in manuals and other publications
- Explained policies and responsibilities to senior management and supervisors
- Conducted training for employees involved in recruitment, selection, and promotion decision-making
- Discussed policies in employee orientation and management training programs
- Included information on the accomplishments of veterans (including disabled veterans) and other individuals with disabilities in unit communications
- Posted CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments on bulletin boards, along with the CUNY Policy on Non-Discrimination (addressing protection from harassment on the basis of disability)
- Featured persons who are individuals with disabilities in handbooks or similar publications

Implementation Responsibility

As part of its efforts to ensure equal employment opportunity to veterans (including disabled veterans) and other individuals with disabilities, we have designated specific responsibilities.

The Dean

Dean Ayman El-Mohandes oversees affirmative action and compliance programs. The President appoints a 504/ADA Coordinator to oversee compliance and provides support and resources for affirmative action and compliance. The Chief Diversity Officer who is also the 504/ADA Coordinator investigates appeals for the denial of any accommodation, and discusses findings with the Dean, who oversees and issues appropriate responses and determinations.

504/ADA Coordinator

As 504/ADA Coordinator, Sahana Gupta:

- Chairs 504/ADA Committee
- Monitors 504/ADA compliance
- Reviews and resolve issues such as disputed accommodation decisions
- Maintains records of accommodation requests and outcomes
- Ensures they store records securely and maintain confidentiality
- Provides training as needed on issues related to individuals with disabilities.

504/ADA Committee

The 504/ADA Committee advises the 504/ADA Coordinator. It includes representatives from various departments, and programs, including programs for veterans and individuals with disabilities. Members are:

Members for 2023-2024 are

- Arthur McHugh, Jr., Director, Office of Human Resources
- Sara Ingram, Director, Office of Accessibility Services
- Rachael Piltch-Loeb, Assistant Professor, EOGHS
- Rebecca Monachelli, Student

Other Officials

Other officials promote employment and advancement of individuals with disabilities and veterans.

University Management

CUNY's Office of Recruitment and Diversity manages systems to maintain self-identification data and provides other data support to each unit. The Office also administers CUNY's 55(a) program to provide opportunities in Civil Service positions to individuals with disabilities.

Training

The University and CUNY SPH provides orientation on relevant regulations and policies, including affirmative action programs, to personnel responsible for recruitment, selection, promotion, disciplinary actions, and similar activities.

The Chief Diversity Officer provides training for faculty and staff who serve on search committees to increase awareness and sensitivity to diversity, specifically for Individuals with disabilities and veterans in the applicant and interviewee pools.

The Chief Diversity Officer, in coordination with the Office of Accessibility Services, provides information and training workshops on Reasonable Accommodation Policy and Procedures to faculty and staff.

The Chief Diversity Officer attended training sessions provided by or sponsored by CUNY. Staff in the Office of Accessibility Services are members of various CUNY-wide committees and groups and bring updated, current best practices to their work on campus.

Audit and Reporting System

The Chief Diversity Officer/504-ADA Coordinator audits the effectiveness of outreach and affirmative action programs. They monitor practices and discrimination claims related to status as a veteran or individual with a disability.

The Chief Diversity Officer who is also the 504/ADA Coordinator oversees audit and reporting of accommodations for individuals with disabilities, identifying barriers to access and proposing remedial actions.

The CDO, in her role as the 504/ADA Coordinator reports any issues and concerns, and the findings of investigations to the Dean.

Benchmark Comparisons

Staffing Ratios for Individuals with Disabilities and Veterans

Appendix G indicates the number of individuals with disabilities by job group. The US Department of Labor suggests a benchmark of 7.0% for each job group. There is no requirement to calculate underutilization or set placement goals.

CUNY reports veteran representation annually through the federal VETS-4212 report. There is no requirement to report veteran representation in the Affirmative Action Plan.

Hiring Rates for Veterans and Individuals with Disabilities

The exhibit on the following page illustrates hiring rates for individuals with disabilities and veterans in the US Department of Labor's required format.

In March 2024, the federal government set the benchmark Hiring Rate for veterans at 5.2%, based on the prevalence of veterans in the United States workforce.

There is no federal hiring rate benchmark for individuals with disabilities.

Exhibit: Benchmark Comparisons for Veterans and Individuals with Disabilities

Table 10: Veterans' Hiring Rate Benchmark

The benchmark hiring rate, established by the US Department of Labor, is 5.2% as of March 2024.

<https://www.dol.gov/agencies/ofccp/vevraa/hiring-benchmark>

Factor	2023-2024	2022-2023	2021-2022
A. Number of applicants who self-identified as Veterans before an offer of employment	0	38	6
B. Total number of job openings	4	21	7
C. Total number of jobs filled	8	17	7
D. Total number of applicants for all jobs	163	1778	549
E. Number of veteran applicants hired	0	1	0
F. Total number of applicants hired	8	17	7
Hiring Rate (E divided by F)	0 %	0.05%	0 %
Federal Hiring Rate Benchmark	5.2%	5.4%	5.5%
Benchmark Met (Yes/No)	NO	NO	NO

As per the March 2024: “Employment Situation of Veterans – 2023” report from the US Bureau of Labor Statistics (<https://www.bls.gov/news.release/pdf/vet.pdf>), Veterans account for about 7% of the population. The unemployment rate for Veterans in the “Gulf War Era-II (service 2001-present) was 3.3% and the rate for non-veterans was 3.6%.

Table 11: Hiring Rate for Individuals with Disabilities

There is no recommended hiring benchmark for Individuals with Disabilities but there is a recommended total representation of 7% in each job group.

Factor	2023-2024	2022-2023	2021-2022
A. Number of applicants who self-identify as Individuals with Disabilities before an offer of employment	22	123	31
B. Total number of job openings	4	21	7
C. Total number of jobs filled	8	17	7
D. Total number of applicants for all jobs	163	1778	549
E. Number of individuals with disabilities hired	0	4	0
F. Total number of applicants hired	8	17	7
Hiring Rate (E Divided by F)	0%	0.23 %	0%

As per the February 2024 “Persons with a Disability: Labor Force Characteristics - 2023” report from the US Bureau of Labor Statistics (https://www.bls.gov/news.release/archives/disabl_02222024.pdf): People with a disability account for about 13% of the population. The unemployment rate for people with a disability in the 16-64 age group was 7.7% and the rate for people without a disability was 3.5%.

APPENDICES

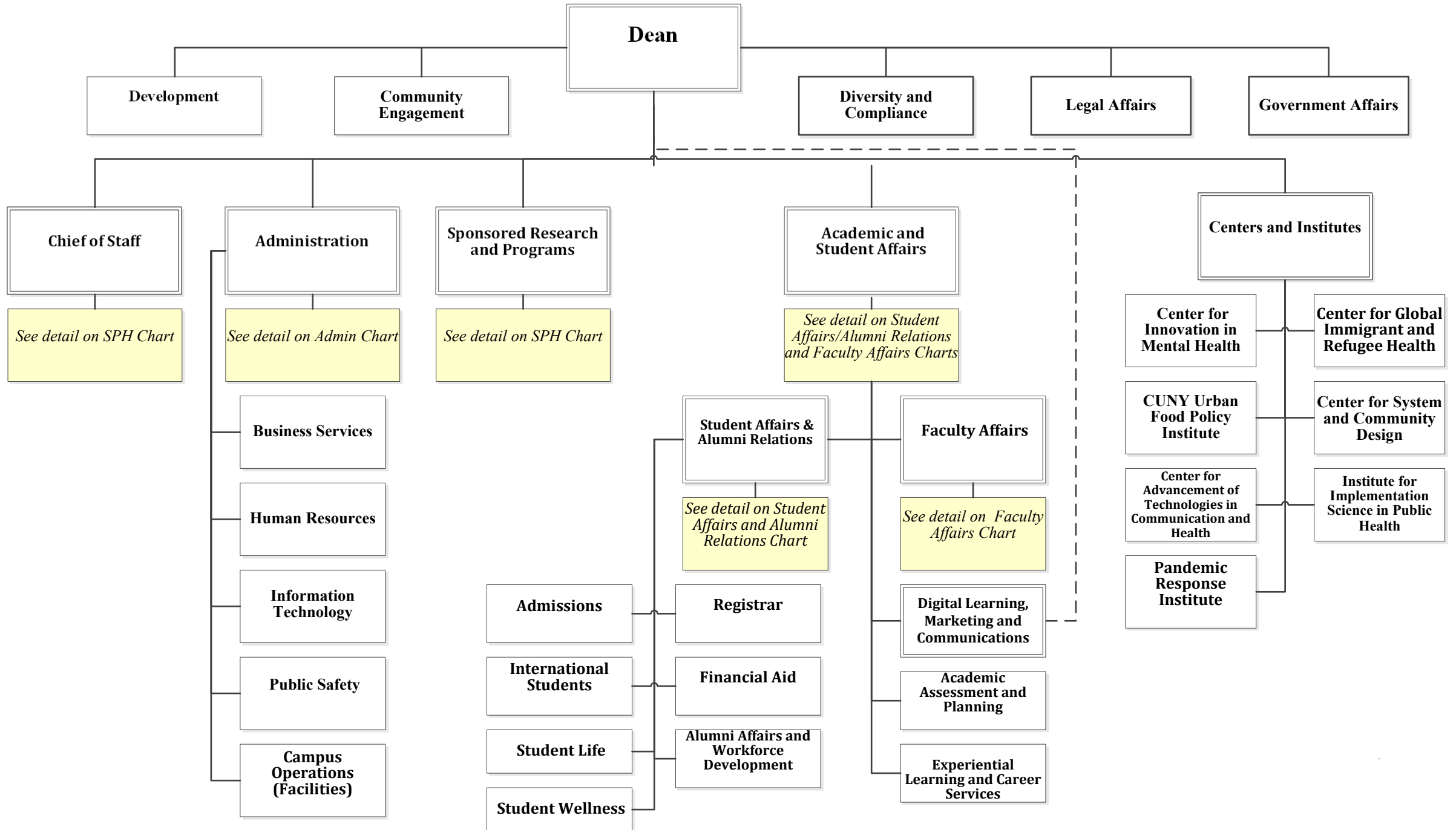
- A. Summary Organization Chart
- B. CUNY Policies
- C. Reaffirmation Letter
- D. Utilization Analysis
- E. Personnel Activity
- F. Recruiting Activity
- G. Individuals with Disabilities by Job Group

Appendices for the 2024-2025 Affirmative Action Plan

Appendix A Organization Chart

This Appendix contains a summary organization chart.

CUNY Graduate School of Public Health and Health Policy - Table of Organization – 9/1/2023



Appendix B **CUNY Policies**

This Appendix has the text of major CUNY policies related to affirmative action and equal employment opportunity.

EQUAL OPPORTUNITY AND NON-DISCRIMINATION POLICY

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

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

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

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

AFFIRMATIVE ACTION POLICY

CUNY has had policies related to affirmative action plans since 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.

OTHER POLICIES

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

Management reaffirms its non-discrimination policies annually.

Other important policies available on CUNY’s “Policies and Resources” webpage include:

- Campus and Workplace Violence Policy
- Domestic Violence and the Workplace Policy
- Procedures for Implementing Reasonable Accommodations and Academic Adjustments

CUNY campuses report crime statistics, including statistics relating to sexual violence under the federal Jeanne Clery Act. Information is available from the campus Office of Public Safety (list name of office and/or website).

Appendix C Reaffirmation Letter

This Appendix contains the most recent Reaffirmation Letter.

From: [CUNY SPH](#)
To: [Sahana Gupta](#)
Subject: Dean's Memo: Commitment to Diversity, Equal Opportunity, and Affirmative Action in Employment
Date: Monday, September 9, 2024 9:16:05 AM

CUNY SPH Logo



**Dean's Memo: Commitment to
Diversity, Equal Opportunity,
and Affirmative Action in
Employment**

September 9,
2024

The City University of New York (CUNY) has a long-standing commitment to diversity and equal opportunity in all aspects of employment. CUNY SPH is enriched by the strengths and perspectives of our faculty and staff and fully supports policies and practices to foster non-discrimination, affirmative action, and diversity and inclusion in the workplace and in our community. Accordingly, I remain committed to our compliance with the CUNY Policies and Procedures on Equal Opportunity and Non-Discrimination, and Sex-based Misconduct.

The [Equal Opportunity and Non-Discrimination Policy](#) states CUNY's commitment to recruit, employ, retain, promote, and provide benefits to employees 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, unemployment status, status as a victim of domestic violence/stalking/sex offenses, or any other legally prohibited basis in accordance with federal, state and city laws.

Additionally, CUNY practices affirmative action for women, protected ethnicities, individuals with disabilities, and veterans consistent with federal requirements for employees in all title groups. Italian Americans are included among CUNY's protected groups.

Further, CUNY does not tolerate acts of hate or bigotry of any kind. This includes discrimination or harassment based on national origin or heritage – including shared Arab, Israeli, Jewish, Muslim, Palestinian, or South Asian ancestry – and/or the association with these national origins and ancestries. CUNY SPH will take prompt, necessary and appropriate action to address any such discrimination and remedy its effects.

CUNY's [Policy on Sex-Based Misconduct](#) ensures that our campus environment is free from all forms of sex discrimination. CUNY SPH remains committed to assisting our faculty and staff who are impacted by sex discrimination, and providing education and awareness training designed to eliminate sex discrimination.

CUNY is also committed to expand its inclusivity and accessibility to employees with disabilities. Per Governor Hochul's [Executive Order 31](#), CUNY is developing a Strategic Plan to enhance recruitment, advancement, and support of individuals with disabilities. At CUNY SPH, we are committed to providing equal opportunity and support to employees with disabilities. I encourage all managers to discuss strategies to foster equity and inclusion in each department and unit.

Any CUNY SPH faculty and staff requiring accommodations to perform their job duties should review the [Reasonable Accommodations and Academic Adjustments](#) procedures and contact [Human Resources](#).

Sahana Gupta, Executive Chief Diversity Officer, ADA-504 and Title IX Coordinator is the responsible official charged with assuring compliance with the policies noted. You may direct your questions and concerns to sahana.gupta@sph.cuny.edu or call 646-618-0129. Any individual who believes they have experienced discrimination or harassment may utilize the University-wide [HR Discrimination and Retaliation Report Portal](#). You may also address your questions and concerns to [Arthur McHugh, Jr.](#), HR Director, or the [Office of Public Safety](#), 646-364-0272.

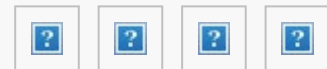
Please review the following policies and procedures:

- [Equal Opportunity and Non-Discrimination Policy](#)
- [Policy on Sex-Based Misconduct](#)

- [Reasonable Accommodations and Academic Adjustments](#)
- [Reporting of Alleged Misconduct](#)

While the entire CUNY SPH community shares the responsibility for ensuring our compliance with these policies, I ask all managers and supervisors to provide direct support by promoting and ensuring equal opportunity, affirmative action, diversity and inclusion in all employment practices, and maintaining a work environment free from discrimination and harassment.

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Appendix D-1 Utilization Analysis - Staff Job Groups

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

Utilization analysis is a comparison of the demographics of employees in various job groups with an estimate of the labor market for that same job group. The labor market is comprised of two components, external (general population) and internal (CUNY employees eligible for advancement into the job group). The factors are blended according to the balance of internal/external hiring at CUNY. This exhibit details the specific factors we use for each job group. We last calculated labor market availability in 2023.

Underutilization occurs where the utilization of a protected group is less than 80% of the labor market estimate. It represents the number of additional employees we would need for utilization to equal the labor market estimate. For the federal plan, underutilization numbers for females and total minorities represent placement goals when there are opportunities for hiring/advancement.

For the federal plan, we calculate underutilization for the following categories: female, total minority, asian/hawaiian/other pacific islander, black/african american, and hispanic/latino. The total minority category includes asian, black, and hispanic job groups but also incorporates individuals identifying as native american/alaska native and two or more races. For the italian american plan, we add a calculation for employees identifying as italian american, in addition to any other group to which they identify.

We calculate underutilization separately for full-time (annual) and part-time (hourly) employees. To address the situation of employees holding multiple concurrent appointments, we do not count part-time appointments for employees holding full-time appointments. For individuals with multiple part-time appointments, we count only one appointment per department per campus, giving priority to teaching appointments, then appointments according to pay level. At some campuses, a small number of employees (ten or fewer) may be counted more than once in part-time job groups because their multiple appointments span multiple departments.

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Admin 1: Executive

Description: Executive Compensation Plan (Other Than Chief Executive)

Appointments: 12

Weight Availability Factors

50.00% ACS 2017-2021 National workforce with a minimum of Bachelor's degree plus eight years of experience (proxy age of 29 and higher) in selected occupations (0010, 0020, 0060, 0101, 0102, 0110, 0120, 0136, 0230, 0565, 2100).

50.00% Employees in titles Professor or Higher Education Officer as of 6/1/22; tenure or permanency not required.

Titles held by employees in this group

- 04320 Assc Dean
- 04723 Asst Administrator
- 04722 Asst Dean
- 04333 Prof School Assoc Admin
- 04128 Prof School Assoc Dean
- 04332 Prof School Asst Admin
- 04127 Prof School Asst Dean
- 04129 Prof School Sr Assoc Dean

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	10	3	1	1	1
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization	83.3%	25.0%	8.3%	8.3%	8.3%
Labor Market Availability	45.6%	29.6%	10.0%	8.9%	8.8%

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Admin 2: Managerial

Description: HE Officer series administrators-senior level

Appointments: 25

Weight Availability Factors

55.00% ACS 2017-2021 NY/NJ MSA workforce with a minimum of Bachelor's degree plus six years or experience (proxy age of 27 or higher) in selected occupations (0020, 0060, 0101, 0102, 0110, 0120, 0136, 0230, 0565, 9800).

45.00% Employees in title Higher Education Assistant of of 6/1/22; tenure or permanency not required.

Titles held by employees in this group

04075 HE Associate

04097 HE Officer

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	21	16	3	8	5
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization	84.0%	64.0%	12.0%	32.0%	20.0%
Labor Market Availability	57.7%	51.7%	14.2%	17.4%	17.8%

School of Public Health

Category: Executive/Administrative/Managerial

Job Group: Admin 2: Managerial Adjunct

Description: Adjunct HE Officer series administrators (all levels)

Appointments: 17

Weight Availability Factors

55.00% Identical to Administration 2 Group (Full Time).

45.00% Identical to Administration 2 Group (Full Time).

Titles held by employees in this group

- 04689 Non-Teaching Adjunct 1
- 04687 Non-Teaching Adjunct 3
- 04686 Non-Teaching Adjunct 4
- 04685 Non-Teaching Adjunct 5

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	11	5	3	1	1
Underutilized (Y = Yes)		Y		Y	Y
Number Underutilized		4		2	2
Actual Utilization	64.7%	29.4%	17.6%	5.9%	5.9%
Labor Market Availability	57.7%	51.7%	14.2%	17.4%	17.8%

School of Public Health

Category: Professional Non-Faculty

Job Group: Admin 3: Professional

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

Appointments: 22

Weight Availability Factors

90.00% ACS 2017-2021 NY/NJ MSA workforce with minimum of Bachelor's degree in selected occupations (0520-0750, 1006, 1031, 1032, 2002, 2145, 2825, 2830, 2840, 2850, 2865, 5710, 5920, 9810).

10.00% Employees in titles CUNY Office Assistant, CUNY Admin Assistant, EOC Office Assistant and EOC Administrative Assistant holding a minimum of a Bachelor's degree as of 6/1/22; permanency not required.

Titles held by employees in this group

04017 Asst to HEO

04099 HE Assistant

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	18	17	3	7	7
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization	81.8%	77.3%	13.6%	31.8%	31.8%
Labor Market Availability	59.3%	39.5%	16.5%	9.6%	10.4%

School of Public Health

Category: Professional Non-Faculty

Job Group: Info Tech: Professional

Description: Information Technology-Professionals

Appointments: 6

Weight Availability Factors

75.00% ACS 2017-2021 NY/NJ MSA with minimum of a High School Diploma and four years of experience (proxy age of 21 or higher) in selected occupations (1006, 1007, 1010, 1021, 1022, 1065, 1105, 1106, 1108).

25.00% Employees in titles IT Support Assistant and CUNY Office Assistant, permanency not required, as of 6/1/2022.

Titles held by employees in this group

- 04877 IT Associate
- 04875 IT Asst
- 04880 IT Sr Associate

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	2	4	1	0	3
Underutilized (Y = Yes)			Y	Y	
Number Underutilized			1	1	
Actual Utilization	33.3%	66.7%	16.7%	0.0%	50.0%
Labor Market Availability	38.1%	59.4%	30.2%	13.0%	13.9%

School of Public Health

Category: Administrative Support Workers

Job Group: Office Assistant Adjunct

Description: Hourly Administrative Office Assistants-Entry level

Appointments: 30

Weight Availability Factors

100.00% Identical to CUNY Office Assistant Group (Full Time) except that availability is 100% external.

0.00% NA

Titles held by employees in this group

10102 College Assistant

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	21	12	5	3	4
Underutilized (Y = Yes)				Y	Y
Number Underutilized				1	2
Actual Utilization	70.0%	40.0%	16.7%	10.0%	13.3%
Labor Market Availability	76.3%	49.8%	11.5%	15.0%	20.5%

School of Public Health

Category: Service Workers

Job Group: Campus Peace Officer

Description: Campus Security-Mid level staff

Appointments: 5

Weight Availability Factors

60.00% ACS 2017-2021 NY/NJ MSA with minimum of High School Diploma, New York State residency, and minimum age of 21 in selected occupations (3802, 3930, 3940, 3945, 3946, 3960).

40.00% Employees in the title of Campus Security Assistant, Civil Service permanency not required, as of 6/1/2022.

Titles held by employees in this group

04844 Campus Peace Officer

Utilization Report					
	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/ Latino
Number of Employees	2	5	0	2	2
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization	40.0%	100.0%	0.0%	40.0%	40.0%
Labor Market Availability	30.1%	77.9%	13.7%	42.4%	19.7%

Appendix D-3 Utilization Analysis - Faculty By Discipline and Job Group

This Appendix provides a utilization analysis for combination of faculty job group and academic discipline with five or more employees.

Utilization analysis is a comparison of the demographics of employees in various job groups with an estimate of the labor market for that same job group. The labor market is based on IPEDS degree completions as counted by the National Center for Education Statistics. We last calculated labor market availability in 2023.

Underutilization occurs where the utilization of a protected group is less than 80% of the labor market estimate. It represents the number of additional employees we would need to have for utilization to be equal to the labor market estimate. For the federal plan, underutilization numbers for females and total minorities represent placement goals when there are opportunities for hiring/advancement.

For this plan, we calculate underutilization for the following categories: female, total minority, asian/hawaiian/other pacific islander, black/african american, and hispanic/latino. The total minority category includes asian, black, and hispanic job groups but also incorporates individuals identifying as native american/alaska native and two or more races.

Utilization is calculated by job group and academic discipline. Job groups for faculty are: professoriate, instructor, lecturer, faculty librarian, K-12, developmental (CLIP/START), and continuing education. Not all campuses have faculty in all job groups. Academic disciplines are assigned to academic departments at the campus level.

We calculate underutilization separately for full-time (annual) and part-time (hourly) employees. To address the situation of employees holding multiple concurrent appointments, we do not count part-time appointments for employees holding full-time appointments. For individuals with multiple part-time appointments, we count only one appointment per department per campus, giving priority to teaching appointments, then appointments according to pay level. At some campuses, a small number of employees (ten or fewer) may be counted more than once in part-time job groups because their multiple appointments span multiple departments within the same campus.

School of Public Health

Biological and Biomedical Sciences

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

10152 Epidemiology and Biostatistics

Job Group Faculty: Lecturer Adjunct

Weight Availability Factors

100.00% Identical to Faculty Lecturer Group (Full Time).

	Utilization Report				
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	5	1	0	0	1
Underutilized (Y = Yes)		Y	Y	Y	
Number Underutilized		2	1	1	
Actual Utilization	83.3%	16.7%	0.0%	0.0%	16.7%
Labor Market Availability	64.2%	47.2%	19.5%	10.4%	13.8%

Job Group Faculty: Professoriate

Weight Availability Factors

100.00% 2020 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors).

	Utilization Report				
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	7	3	2	0	1
Underutilized (Y = Yes)				Y	
Number Underutilized				1	
Actual Utilization	58.3%	25.0%	16.7%	0.0%	8.3%
Labor Market Availability	53.6%	28.5%	11.4%	4.6%	8.6%

School of Public Health

Health Professions and Related Programs

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

- 10139 Com Health and Social Sciences
- 10141 Envirnmntl, OccuptNI & Geospl

Job Group Faculty: Lecturer Adjunct

Weight Availability Factors

100.00% Identical to Faculty Lecturer Group (Full Time).

Total Appointments: 5

	Utilization Report				
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	4	1	1	0	0
Underutilized (Y = Yes)		Y		Y	Y
Number Underutilized		1		1	1
Actual Utilization	80.0%	20.0%	20.0%	0.0%	0.0%
Labor Market Availability	78.0%	43.4%	15.6%	12.4%	13.0%

Job Group Faculty: Professoriate

Weight Availability Factors

100.00% 2020 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors).

Total Appointments: 20

	Utilization Report				
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	13	6	2	1	3
Underutilized (Y = Yes)			Y	Y	
Number Underutilized			2	1	
Actual Utilization	65.0%	30.0%	10.0%	5.0%	15.0%
Labor Market Availability	60.7%	36.5%	17.9%	7.5%	7.7%

School of Public Health

Health Professions and Related Programs

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

- 10139 Com Health and Social Sciences
- 10141 Envirnmntl, OccuptNI & Geospl

Job Group Faculty: Professoriate Adjunct

Weight Availability Factors

100.00% Identical to Faculty Professoriate Group (Full Time).

Total Appointments: 10

	Utilization Report				
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	6	4	1	2	1
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization	60.0%	40.0%	10.0%	20.0%	10.0%
Labor Market Availability	60.7%	36.5%	17.9%	7.5%	7.7%

School of Public Health

Social Sciences

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

- 60057 Ctr-Prev by Sys & Comm Design
- 10140 Health Policy and Management
- 60103 Insti - Implmn Sci in Pop Hlth

Job Group Faculty: Lecturer Adjunct

Weight Availability Factors

100.00% Identical to Faculty Lecturer Group (Full Time).

Total Appointments: 6

Utilization Report					
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	4	0	0	0	0
Underutilized (Y = Yes)		Y	Y	Y	Y
Number Underutilized		3	1	1	1
Actual Utilization	66.7%	0.0%	0.0%	0.0%	0.0%
Labor Market Availability	55.7%	47.0%	11.7%	12.6%	19.3%

Job Group Faculty: Professoriate

Weight Availability Factors

100.00% 2020 NCES Degree Completions, Doctoral, Nationwide for selected disciplines (first and second majors).

Total Appointments: 14

Utilization Report					
	Female	Total Protected Ethnicity	Asian/Nat. Haw./Other Pac. Isl.	Black/African American	Hispanic/Latino
Number of Faculty	5	3	2	1	0
Underutilized (Y = Yes)	Y				Y
Number Underutilized	2				1
Actual Utilization	35.7%	21.4%	14.3%	7.1%	0.0%
Labor Market Availability	49.7%	25.4%	7.7%	6.2%	8.1%

Appendix E Personnel Activity

This Appendix details personnel activities.

The charts in this section provide detail on personnel activity by job group and by EEO Category.

The charts illustrate activity moving into a job group (e.g., new hires, transfers, advancements) and activity moving out of a job group. With the exception of new hires and terminations, the action of an employee moving into one job group through a promotion or other transfer results in a similar action of the employee leaving their previous job group for the same reasons. As a result, these charts also provide detail on the net changes to each job group over the past year.

Advancements include not only promotions along established promotional tracks but other occasions when an employee moved into a title that is generally considered to be a higher title, usually related to pay level.

It is important to compare the ratios of hires, advancements and separations among demographic groups. This is referred to as a "selection rate" and strong variations among groups may indicate areas for further investigation and oversight by the Chief Diversity Officer.

The charts represent only those groups with a material level of activity.

Personnel Actions, 6/1/23 - 6/1/24

All Job Groups

	Net Group Changes	NET HIRES		Hires by Type				Detail, Internal Hires by Type					NET EXITS		Exits by Type				Detail, Internal Exits by Type					Changes within Job Group (not counted in totals)		
		Addition #	External Hire	External Hire %	Internal Hire into Job Group	Internal Hire %	Hired from Part Time	Hired from Other College	Demoted into New Job Group	Advanced into New Job Group	Other Change	Returned to Faculty	Sub. #	Exit from CUNY	Exit from CUNY %	Exit from Job Group	Exit from Job Grp %	Left for Other CUNY College	Demoted out of Job Group	Advanced out of Job Group	Other Change	Returned to Faculty	Advancements within Job Group	Advancements %	Other Changes within Job Group	
Total	1	9	7		2		1				1	(8)	(6)		(2)		(1)		(1)			5		1		
Male	1	5	3	43%	2		1				1	(5)	(3)	50%	(2)		(1)		(1)			3	60%			
Female	2	4	4	57%								(3)	(3)	50%								2	40%	1		
Other Gender				0%										0%												
Unknown Gender				0%										0%												
Fed. Protected Ethnicity	(4)			0%								(4)	(4)	67%	(1)		(1)					1	20%	1		
Asian/Hawaiian/OPI				0%										0%								1	20%			
Black/African Amer.	(2)			0%								(2)	(2)	33%								1	20%	1		
Hispanic/Latino	(3)			0%								(3)	(2)	33%	(1)		(1)									
Other Protected Grp				0%										0%												
White	6	9	7	100%	2		1				1	(3)	(2)	33%	(1)				(1)			4	80%			
Unknown Ethnicity				0%										0%												
Veterans				0%										0%												
Indiv. w/Disabilities				0%										0%												

*As of 2023, Italian American status is counted regardless of other ethnicity choices

Appendix F Recruiting Activity

This Appendix provides details of candidate pools and outcomes of searches.

The charts in this section provide detail on applicants, interviews, and offers by job group for posted searches.

The scope of this report includes searches officially concluded during the previous plan year (June 1, 2023 through May 31, 2024). This means that the search needed to have been "closed" in our systems during this period. To be "closed" indicates there has been an accepted offer, even if the employee had not started work by May 31.

The number of interviews and offers/hires listed is dependent on this detail being entered into the system. In some situations, this detail is maintained outside our system of record.

For each search, we omit duplicate applications from the same person. According to the federal Internet Applicant Rule, we also omit applicants who withdrew from consideration and applicants who were deemed to lack the minimum qualifications for the position to which they applied. We assume anyone who has been hired also belongs in the interview category and anyone who was interviewed is treated as having met the Internet Applicant Rule.

It is important to compare the ratios of interviews to applicants and hires to interviews among demographic groups. This is referred to as a "selection rate" and strong variations among groups may indicate areas for further investigation and oversight by the Chief Diversity Officer.

Campus Level

Summary - All Searches

Total: 4

	Records	Applicants	Appl%	Interviews	Selection Rate %	Offers	Selection Rate %	Hires	Selection Rate %
Total + Total Selection Rate	164	163	99%	26	16.0%	8	4.9%	8	4.9%
Male	67	67	41%	12	17.9%	3	4.5%	3	4.5%
Female	89	87	53%	12	13.8%	4	4.6%	4	4.6%
Other	1	1	1%	-	0.0%	-	0.0%	-	0.0%
Unknown	7	7	4%	2	28.6%	1	14.3%	1	14.3%
Total Not Female	75	75	46%	14	18.7%	4	5.3%	4	5.3%
Total Minorities	103	102	63%	12	11.8%	2	2.0%	2	2.0%
Asian	49	49	30%	7	14.3%	1	2.0%	1	2.0%
Black	34	34	21%	2	5.9%	-	0.0%	-	0.0%
Hispanic	14	13	8%	2	15.4%	1	7.7%	1	7.7%
Other inc 2 or more	6	6	4%	1	16.7%	-	0.0%	-	0.0%
Italian-American	2	2	1%	-	0.0%	-	0.0%	-	0.0%
White	52	51	31%	13	25.5%	5	9.8%	5	9.8%
Unknown Ethnicity	8	8	5%	1	12.5%	1	12.5%	1	12.5%
White+Unknown	60	59	36%	14	23.7%	6	10.2%	6	10.2%
Veterans	-	-	0%	-	0.0%	-	0.0%	-	0.0%
Indiv. w Disabilities	22	22	13%	3	13.6%	-	0.0%	-	0.0%

	Least Selected: Female Ttl Minorities	Adverse Adverse	Least Selected: Female Ttl Minorities	OK Sel/ Adverse	Least Selected: Female Ttl Minorities	OK Sel/ Adverse
Percent Female	53%	46.2%	50.0%	50.0%		
Percent Total Minorities	63%	46.2%	25.0%	25.0%		
Percentage Veterans	0%	0.0%	0.0%	0.0%		
Percentage w Disabil.	13%	11.5%	0.0%	0.0%		

Appendix G Individuals with Disabilities by Job Group

This Appendix presents the total staff in each job group with the number and percentage of Individuals with Disabilities.

The federal guideline for staffing of Individuals with Disabilities is 7.0% for each job group. While there is a requirement to report staffing, there is no requirement to calculate underutilization or to set placement goals.

School of Public Health

The federal guideline for representation is 7% for each job group.

Total Individual(s) with Disabilities: 9 Percent of total reported employees: 4.2%

Category:	Executive/Administrative/Managerial	Total Staff	Indiv. with Disabilities	Rate
	Admin 1: Executive	12	1	8.3%
	Admin 2: Managerial	25	1	4.0%
	Admin 2: Managerial Adjunct	17	0	0.0%
	Managerial: Info Tech	1	0	0.0%
	Managerial: Security	1	0	0.0%
Category:	Professional Faculty	Total Staff	Indiv. with Disabilities	Rate
	Faculty: Professoriate	46	1	2.2%
	Faculty: Librarian	1	0	0.0%
	Faculty: Lecturer	4	0	0.0%
	Faculty: Lecturer Adjunct	17	0	0.0%
	Faculty: Professoriate Adjunct	18	1	5.6%
Category:	Professional Non-Faculty	Total Staff	Indiv. with Disabilities	Rate
	Admin 3: Professional	22	4	18.2%
	Info Tech: Professional	6	0	0.0%
	Info Tech: Professional Adjunct	2	0	0.0%
Category:	Administrative Support Workers	Total Staff	Indiv. with Disabilities	Rate
	Office Assistant	1	0	0.0%
	Office Assistant Adjunct	30	0	0.0%
Category:	Technicians	Total Staff	Indiv. with Disabilities	Rate
	Engineering Technician	1	0	0.0%
Category:	Service Workers	Total Staff	Indiv. with Disabilities	Rate
	Campus Public Safety Sergeant	1	1	100.0%
	Campus Peace Officer	5	0	0.0%
	Campus Security Assistant	2	0	0.0%
	Custodial: Supervisory	1	0	0.0%
	Custodial: Assistant	1	0	0.0%
	Custodial: Assistant Adjunct	1	0	0.0%