Borough of Manhattan Community College
City University of New York
2020-2021 AFFIRMATIVE ACTION PLAN

Affirmative Action Plans covering Minorities and Women (Executive Order 11246), Individuals with Disabilities (Section 503), and Protected Veterans (VEVRAA)

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Appendices follow this document and pages. They are numbered separately.

PART ONE: INTRODUCTION AND BACKGROUND

This report is an annual update of the Affirmative Action Plan (AAP) for federal contractors. This unit, the Borough of Manhattan Community College (BMCC or the College), is one of the City University of New York's (CUNY) 28 Affirmative Action establishments. The US Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) oversees Affirmative Action Plan requirements for federal contractors. Some aspects of this plan also reflect state and local regulations, guidelines for public entities, and resolutions of the CUNY Board of Trustees. In particular, this plan reflects requirements for implementing:

- Presidential Executive Order 11246, for women and federally protected racial/ethnic groups
- Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, for protected Veterans
- Section 503 of the Rehabilitation Act of 1973, as amended, for Individuals with Disabilities.

The plan reflects the following timeframes:

Employee Census Date:	**June 1, 2020**
Reporting Year:	**June 1, 2019 – May 31, 2020**
Program Year:	**September 1, 2020 – August 31, 2021**

Given this year's disruptions due to the 2020 COVID-19 outbreak, BMCC and CUNY experienced challenges in implementing last year's plan and in completing this year's plan, as discussed later in this report.

Please review these hyperlinks to various segments of the plan, which provide additional information and context:

Impact of 2020 Events
Summary of Workforce by Job Group; Summary by Tenure Status
Summary of Underutilization and Goals
Action-Oriented Programs for Females and Minorities
Hiring Rates, Individuals with Disabilities and Veterans
Planned Outreach for Individuals with Disabilities and Veterans

This Plan is available for public review as described on the title page. The plan is also posted on the BMCC website.

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

The web links throughout the Plan were confirmed as of June 2020 and are subject to change.

COLLEGE OVERVIEW

BMCC's Mission

BMCC is a diverse teaching and learning community committed to advancing equity and the intellectual and personal growth of students. Working to strengthen a culture of care inside and outside the classroom, we share a passion for learning with students from around the world. We strive to increase degree completion, successful transfer, career achievement, and service and leadership within our community, New York City, and beyond.

BMCC's Vision Statement

BMCC will be nationally recognized for improving student learning and success, excellence in research and knowledge creation, and for advancing socioeconomic mobility through the transformative power of education. BMCC faculty and staff are committed to strengthening our culture of care and take responsibility for creating the conditions under which all students can learn and all members of the BMCC community can thrive. Teaching and learning at BMCC, both inside and outside the classroom, is culturally responsive and sustaining, deeply engaging, and celebrates the rich diversity of experience and knowledge that the entire community brings to the College. Our students, faculty, staff, and alumni share great pride for BMCC, and for our role in creating a better, more equitable New York City.

BMCC's Values

Belonging: Creating an environment in which all members feel welcome, that they are valued, and that they can succeed.

Community: Celebrating the uniqueness of individuals and groups; encouraging connection and participation; taking responsibility and caring for each other.

Equity: Working as an engine of upward social mobility to reduce barriers and improve academic, career and personal success for all, particularly for individuals and groups with less advantage.

Teaching and Learning: Creating exceptional teaching and learning environments inside and outside the classroom; valuing the experience and knowledge students bring to the classroom and engaging them in the construction of knowledge.

Transformation: Promoting intellectual, socioeconomic, and personal growth of students and communities; empowering students to improve their lives and the lives of their families; advancing justice through education.

Location, Degrees, Accreditation

BMCC is a comprehensive two - year public community college. BMCC is a unit of The City University of New York ("CUNY") serving the diverse needs of New York City students and the New York City community. The College continues its commitment to open enrollment, to the fulfillment of its educational mission, to the New York City community, and to providing quality post-secondary education to the graduates of New York City's high schools. BMCC's academic calendar consists of a 15-week fall semester, a 15-week spring semester, and two summer sessions.

The College awards three degrees: Associate in Arts (A.A.), Associate in Science (A.S.) and the Associate in Applied Science (A.A.S.). It is an accredited member of the Middle States Association of Colleges and Schools and has also been accredited by the Board of Regents of the University of the State of New York. Furthermore, the College's health programs are accredited by the National League for Nursing Accrediting Commission, the American Health Information Management Association, the Committee on Accreditation for Respiratory Care, the Committee on Accreditation of Education Programs for the Emergency Medical Services Profession, and the Commission on Accreditation of Allied Health Educational Programs.

Located in the heart of downtown New York City, BMCC students actively participate in the artistic communities of Tribeca and SoHo, the dynamic downtown financial district, and the center of New York City government at City Hall.

The main campus of the college is situated on 4.28 acres of land in a building that was designed with the Hudson River harbor in mind — shaped like a ship with its helm pointed to sea. It spans four blocks from Chambers Street to North Moore Street.

History

BMCC was founded in 1963 and opened in 1964 as a small, primarily business-oriented community college offering programs aimed at the business community. Originally located in two floors of a commercial building in midtown Manhattan, the college focused on preparing students for business careers and on providing a liberal arts education to students who wished to transfer to four-year colleges. The college also created on-site training and management development courses for mid- level employees. BMCC has continuously modified its in-house and on-site programs.

During the next two decades, the mission of the college changed in response to the advent of open admissions at CUNY in 1970, and later in response to the emergence of new technologies and changes in business and industry. By 1974, enrollment had increased to over 6,000 day and evening students.

A new building spanning four city blocks, from Chambers Street to North Moore Street, was constructed in lower Manhattan to serve as the school's main campus. It opened in January of

1983. BMCC is the largest college in CUNY system, with approximately 22,719[1] students, and is the first community college in Manhattan.

Fiterman Hall was donated to the College in September 1993 as the largest single donation ever made to a community college. However, the building was severely damaged in the aftermath of the World Trade Center tragedy. After rebuilding, BMCC launched the 2012 -2013 academic year with the opening of the rebuilt Miles and Shirley Fiterman Hall.

[1] The number of students is as of spring 2020.

ORGANIZATION CHART

Appendix A displays an organization chart.

RELEVANT POLICIES

As a unit of CUNY, BMCC adheres to federal, state, and city laws and regulations on non-discrimination and affirmative action, including: Executive Order 11246, as amended, Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Section 402 of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, as amended, the Age Discrimination Act of 1975, New York State Human Rights Law and New York City Human Rights Law.

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

CUNY posts its policies on non-discrimination, sexual misconduct, and affirmative action on its website:

Click here to review CUNY's Policies
(https://www.cuny.edu/about/administration/offices/hr/policies-and-procedures.html)

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's original Affirmative Action Policy of May 28, 1985 is part of its Manual of General Policy.

ARTICLE V FACULTY, STAFF AND ADMINISTRATION

Policy 5.04 - Affirmative Action:

RESOLVED, that the Board of Trustees of The City University of New York reaffirms its commitment to affirmative action and directs the Chancellery and the colleges to reemphasize the taking of the positive steps that will lead to recruiting, hiring, retaining, tenuring, and promoting increased numbers of qualified minorities and women. (Board of Trustees Minutes, 1985-05-28, Section 6-C)

Sexual Misconduct Policy

CUNY's Policy on Sexual Misconduct[2] outlines procedures applicable to students and employees for addressing complaints.

CUNY students, employees and visitors deserve the opportunity to live, learn and work free from Sexual Misconduct. Accordingly, CUNY is committed to:

1. Defining conduct that constitutes Sexual Misconduct;

2. Providing clear guidelines for students, employees and visitors on how to report incidents of Sexual Misconduct;

3. Providing ongoing assistance and support to all parties after allegations of Sexual Misconduct have been made;

4. Promptly and respectfully responding to and investigating allegations of Sexual Misconduct, pursuing disciplinary action when appropriate and taking action to investigate and address any allegations of retaliation;

5. 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;

[2] Please note that CUNY revised the Policy on Sexual Misconduct on August 14, 2020 to comply with federal regulations. The revised Policy can be accessed here.

6. Gathering and analyzing information and data that will be reviewed in order to improve safety, reporting, responsiveness and the resolution of allegations of Sexual Misconduct;

7. Distinguishing between the specific conduct defined as Title IX Sexual Harassment by the USDOE and the broader definition of Sexual Misconduct prohibited by this Policy; and

8. Ensuring compliance with the federal regulations under Title IX, and other federal, state and local laws.

This is CUNY's sole policy to address Sexual Misconduct and it is applicable at all CUNY colleges and units.

Other important CUNY policies can be reviewed by using the links below:

CUNY Campus and Workplace Violence Policy addresses workplace violence.

CUNY Domestic Violence and the Workplace Policy addresses domestic violence in or affecting employees in the workplace.

CUNY Procedures for Implementing Reasonable Accommodations and Academic Adjustments addresses CUNY process for responding to requests for reasonable accommodations or academic adjustments.

CUNY campuses also report crime statistics, including statistics relating to sexual violence under the federal Jeanne Clery Act. Clery related information and data are available from the BMCC Public Safety Department.

Other Policies

It is CUNY's 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 the non-discrimination policy annually. The most recently released reaffirmation letter, which was distributed to the BMCC community via email on August 18, 2020, is shown in **Appendix B**.[3]

[3] This letter was sent via email to the BMCC community on August 18, 2020, when BMCC Interim President Karrin Wilks was BMCC's interim president. On September 1, 2020, Dr. Anthony E. Munroe became BMCC's president.

RESPONSIBILITY FOR IMPLEMENTATION

While the entire community participates in promoting diversity and inclusion, the College has assigned certain responsibilities for implementation of the plan.

The President

On June 29, 2020, CUNY announced the appointment of Dr. Anthony E. Munroe, a nationally recognized executive with more than 30 years experience leading education and health-care organizations, as BMCC's 11th President. On September 1, 2020, Dr. Anthony E. Munroe (hereinafter referred to as the President) began his leadership role as BMCC's President.[4] The President oversees Affirmative Action and diversity programs to assure compliance with federal, state, and city laws, rules and regulations and university policies, and:

- Designates personnel to manage Affirmative Action, diversity, and compliance efforts, including a Chief Diversity Officer (CDO), 504/Americans with Disabilities Act (ADA) Coordinator and Title IX Coordinator

- Ensures responsible personnel have authority, staffing, and other resources to fulfill their assigned responsibilities

- Communicates a commitment to equal employment opportunity and issues an annual reaffirmation in support of affirmative action, diversity and equal opportunity

- Approves and releases required reports, including this Affirmative Action Plan.

Chief Diversity Officer

The President has designated Odelia Levy, Esq. as Chief Diversity Officer (CDO) and Responsible Official who:

- Provides confidential consultation for, investigates and resolves discrimination/harassment complaints

- Distributes relevant policies, notices and revisions, and assures integration into training programs, search committee orientations, websites, and other media

- Evaluates the impact of 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 to promote a diverse workforce

[4] Former BMCC Interim President Karrin Wilks served as interim president of BMCC during portions of the Plan year.

- Participates in CUNY initiatives promoting diversity and inclusion.

Officials

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

Committee(s) on Diversity and Inclusion

During the prior plan year, the BMCC Equity and Inclusion Task Force, advised the President on strategies which focused on improving equity and inclusion for students, faculty, and staff. The BMCC Equity and Inclusion Task Force was part of BMCC's Designing for Success, a College-wide strategic planning program, based on design theory, and aimed at dramatically improving student success and equity.

The BMCC Equity and Inclusion Task Force will reconvene in Fall 2020 and will be renamed the Race, Equity, and Inclusion Steering Committee in October 2020. BMCC is committed to convening a college-wide steering committee focused on equity, inclusion and anti-racism. The committee will focus on actions to advance equity and inclusion as well as combat inequality in all its forms.

University Management

CUNY's Office of Recruitment and Diversity (ORD) establishes job groups and other report parameters and prepares summary statistics. ORD also reports summary statistics and sponsors several university-wide diversity programs.
Click here for link (www2.cuny.edu/about/administration/offices/hr/recruitment-diversity/).

IMPACT OF 2020 EVENTS

On March 15, 2020, Chancellor Felix Matos-Rodriguez announced CUNY campuses and non-essential personnel were transitioning to remote learning and working for the remainder of the academic year as a result of the COVID-19 pandemic. As of summer, 2020, this arrangement remains in place. The transition and resulting shifts in priorities affect the university's operations in many ways, including personnel practices. We have cancelled or postponed some hiring plans. We have limited or cancelled public events and other campus activities that we could not conduct remotely.

Certain practices have continued unchanged, such as the listing of job vacancy announcements with workforce agencies. The Chief Diversity Officer has continued to work remotely on:

- Complaint intake and investigation

- Accommodations for Individuals with Disabilities
- Recruitment advertising and outreach
- Oversight of hiring, advancement, and separation practices
- Consulting to management.

As of this writing, it is difficult to set placement goals or plan action-oriented programs in the same manner as in prior years, as CUNY and the College have not finalized operational and personnel plans.

Further information is available on the CUNY website at: CUNY Coronavirus info: https://www.cuny.edu/coronavirus/.

PART TWO: DATA AND ANALYSIS

We analyze workforce data as mandated through multiple methods that promote a complete assessment:

- Workforce Analysis (employees within organizational units)
- Establishment of job groups and academic disciplines
- Development of labor market availability measures
- Utilization Analysis for job groups and disciplines
- Review of Personnel Actions (e.g., Hiring, Separation, Promotion)
- Review of Recruitment Activities
- Review of Civil Service Hiring
- Review of Compensation.

Details are available from the US Department of Labor's Office of Contract Compliance Programs (OFCCP) at: OFCCP site: https:/www.dol.gov/ofccp/regs/compliance/ofcpcomp.htm *(Educational Institutions Technical Assistance Guide)*.

DATA SOURCES

Employee Data

On June 30, 2020, we extracted data on full-time active employees employed as of June 1, 2020 from CUNY's system of record (CUNYfirst). We included individuals on most paid leaves, including medical leave and fellowship/sabbatical leave. We did not include individuals on terminal leaves such as retirement leave, student workers (including Graduate Assistants) or individuals employed separately by CUNY's Research Foundation.

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

BMCC also invites job applicants to self-identify on the job application portal.

Self-Identification Categories

We use the following categories to evaluate representation by race/ethnicity for this plan:

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

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

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

Consistent with long-standing agreements, we ask employees to self-identify Italian American status, and create a separate Italian American Affirmative Action Plan.

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

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

Of **1,417**[5] full-time employees, **1** employee did not identify a gender, **1** employee selected a gender other than male or female, and **1** employee did not identify a race or ethnicity category. Anyone who did not specify a gender and/or ethnicity is included in the Workforce Analysis but was not assigned to a protected group. **Five hundred ninety (590)** employees did not identify a Veteran status and **1,348** employees did not identify a Disability status. Disability and Veteran status are priorities for future self-identification campaigns.

Labor Market Source Data

We compare the employee population with the Labor Market from which CUNY would reasonably recruit, train, or promote, for each job group. CUNY re-calculates availability every other year, most recently in 2019. Data sources include:

[5] The 1,417 figure does not include the following individuals: the Chief Executive Officer (Interim President Karrin Wilks) and former President Antonio Perez. The Workforce Summary by Job Group and Category below lists the number of total employees as 1,418 because it includes the Chief Executive Officer (Interim President Karrin Wilks). Dr. Anthony E. Munroe, BMCC's current president, began his leadership role on September 1, 2020 and is not included in the June 1, 2020 data report.

- For internal candidates, employee appointments CUNY-wide over 2016-2017 and 2017-2018 for weighting and feeder jobs, applied to the June 1, 2018 employee census.

- For external candidates, US Census American Community Survey (ACS), 5-year estimate, 2013-2017 (final), specifically, extracted from University of Minnesota's Public User Microdata Sample (iPUMS).

- For faculty discipline-based estimates: US Department of Education's National Center for Education Statistics' Integrated Post-Secondary Education Data System (IPEDS) completion data, 2015-2016 (final); evaluated by Classification of Instructional Programs (CIP), most often at two-digit level (major category).

WORKFORCE ANALYSIS

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

JOB GROUPS, DISCIPLINES, AND MARKET DATA

Job Groups

Except for the Workforce Analysis, we analyze data by groups of jobs with similar duties, qualifications, and other conditions of employment. CUNY establishes job groups (which are jobs with similar duties, qualifications, and other conditions of employment) and reviews them annually, as detailed in **Appendix C**. A major input is the federal Standard Occupational Classification (SOC) system. We further organize job groups into categories based on federal EEO-1 categories.

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

Workforce Summary by Job Group and Category (June, 2020)

Borough of Manhattan CC **Total Employees: 1,418**

Executive/Administrative/Managerial

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Administration 1 (Chief Executive)	1	1	100.0%	0	0.0%
Administration 1 (Executive)	19	9	47.4%	11	57.9%
Administration 2 (Manager)	113	72	63.7%	69	61.1%
Facility Manager	5	1	20.0%	3	60.0%
IT Computer Manager	1	0	0.0%	1	100.0%
Security Manager	6	0	0.0%	4	66.7%

Professional Faculty

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Faculty-Professorial	464	254	54.7%	207	44.6%
Faculty-Librarian	13	10	76.9%	5	38.5%
Faculty-Instructor	19	8	42.1%	12	63.2%
Faculty-Lecturer	76	36	47.4%	40	52.6%
Faculty-Developmental	37	23	62.2%	19	51.4%

Professional Non-Faculty

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Accountant	5	4	80.0%	5	100.0%
Administration 3 (Professional)	244	167	68.4%	193	79.1%
IT Computer Professional	32	6	18.8%	29	90.6%
Nurse	1	1	100.0%	1	100.0%

Administrative Support Workers

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Accountant Assistant	15	14	93.3%	13	86.7%
Administrative Assistant	11	11	100.0%	10	90.9%
Office Assistant	89	79	88.8%	82	92.1%
Mail Services Worker	5	0	0.0%	5	100.0%

Craft Workers

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Basic Crafts-Buildings and Grounds	3	0	0.0%	1	33.3%
Laborers and Helpers	10	0	0.0%	9	90.0%
Skilled Trades-Supervisor	2	0	0.0%	0	0.0%
Skilled Trades	47	0	0.0%	20	42.6%

Technicians

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Administration 4 (College Lab Tech)	35	13	37.1%	26	74.3%
Broadcast/Media	3	1	33.3%	2	66.7%
Engineering Technician	1	1	100.0%	1	100.0%
IT Support Technician	4	2	50.0%	4	100.0%
Print Shop	8	3	37.5%	7	87.5%

Service Workers and Others

Job Group	Ttl Empls	Female #	Female %	Minority #	Minority %
Campus Public Safety Sergeant	10	4	40.0%	10	100.0%
Campus Peace Officer	34	11	32.4%	32	94.1%
Campus Security Assistant	34	13	38.2%	32	94.1%
Custodial Supervisor	16	5	31.3%	15	93.8%
Custodial	55	21	38.2%	53	96.4%

Summary for Professorial Rank Faculty by TItle and Tenure Status (June, 2020)

Borough of Manhattan CC

Total Professorial Faculty: 464

Status categories are: Tenure, Track Tenure, Substitute, and "Instructors or Others PSC" which applies to titles where tenure status is not given.

Title	Ttl Empls	Female #	Female %	Minority #	Minority %
Asst Professor	192	109	56.8%	99	51.6%
Substitute >=6 Mo Or Prior Ben	7	3	42.9%	4	57.1%
Tenured	36	21	58.3%	24	66.7%
Track Tenure	149	85	57.0%	71	47.7%
Assc Professor	155	91	58.7%	66	42.6%
Tenured	118	69	58.5%	50	42.4%
Track Tenure	37	22	59.5%	16	43.2%
Professor	117	54	46.2%	42	35.9%
Tenured	117	54	46.2%	42	35.9%

Disciplines

We analyze data about Faculty and College Laboratory Technicians based on academic discipline. With few exceptions, CUNY assigns faculty departments to disciplines as per the Classification of Instructional Programs (CIP). For College Laboratory Technicians, we evaluate disciplines by assigning departments to either a Scientific/Engineering/Technical group or a General group.

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

Labor Market Availability

Labor Market Availability is an estimate used to benchmark utilization of protected groups, by job group. It represents the proportion of each protected group available for employment in the labor market from which CUNY recruits (both internally and externally). CUNY typically reviews Labor Market Availability every other year and did not revise estimates this year. The appendices listed above provide the basis for each calculation. We utilize the following factors:

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

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

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

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

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

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

Qualifications – Other than Collegiate Faculty

- Occupational Group: Standard Occupational Classifications assigned to every job title,

matched to Census Occupational Codes.

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

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

Qualifications - Collegiate Faculty – Federal Plan

We assign faculty titles to Professorial, Instructor, or Lecturer job groups based on title; and calculate availability based on a combination of degree requirement and academic discipline.

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

- Discipline: assigned to each faculty department using the US Department of Education's Classification of Instructional Programs (CIP). On an exception basis, we calculate a blended labor market availability or assign individual faculty to disciplines.

UTILIZATION ANALYSIS

We compare female and total minority utilization with the estimated labor market by job group. We also evaluate utilization for the major federal ethnicity categories (Asian, Black/African American, and Hispanic/Latino).

There must be at least five incumbents in order to evaluate a job group. Analyzing groups of less than 30 employees may generate less reliable results than those with larger populations. The President's position reports outside of our establishment and is not included.

We report underutilization where the percent of individuals in a protected group is less than 80% below labor market estimate and the difference is equal to at least one full-time equivalent employee.

We consider job groups and disciplines for which there is underutilization as priorities for placement goals and enhanced outreach when there are hiring opportunities.

Appendix E details utilization/underutilization in each category (job group and/or academic discipline).

Small year-to-year variations in underutilization arise from a combination of changes in

availability, hires, advancements, and separations. It is usually not possible to pinpoint a single, direct cause. In job groups with small numbers of employees, numbers may change substantially even with a change in only one employee.

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

Exhibit: Summary of Historical Changes in Underutilization - Faculty **2020 - 2021**
Borough of Manhattan CC

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

This summary provides three measurements:

-2018: Underutilization reported in the 2018 - 2019 plan (i.e., based on employee census as of 6/1/2018, the the Labor Market Availability estimates in place at that time).

-2019: Underutilization reported in the 2019 - 2020 (i.e., based on employee census as of 6/1/2019, with the current Labor Market Availability estimates, in place at that time).

-2020: Underutilization reported in the 2020 - 2021 Plan (i.e., this plan).

Notes:

-Librarians are now reported in a separate Job Group. In 2018 they were reported with Professorial faculty.

-The former discipline of Public Administration and Social Service Professions was separated into two disciplines: Public Administration and Social Service Professions. 2018 numbers are reported under the combined discipline, and 2019 numbers are reported separately.

Faculty-Professorial

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Biological and Biomedical Sciences AND Physical Sciences						
2020	60				2	
2019	58				1	
2018	58				2	
Business, Management, Marketing, Support Services						
2020	37					
2019	36					
2018	36					
Communications, Journalism, and Related Programs						
2020	15	3		1		
2019	15	3		1		
2018	15			0		1
Communications, Journalism, etc. AND Visual and Performing A						
2020	24					0
2019	23			1		
2018	23			0		
Computer and Information Sciences and Support Services						
2020	17				1	
2019	16				1	
2018	16				1	
Education						
2020	11					
2019	12					

Exhibit: Summary of Historical Changes in Underutilization - Faculty **2020 - 2021**
Borough of Manhattan CC

Faculty-Professorial

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
2018	11					
Education - Developmental						
2020	37	7			2	2
2019	37	7			2	2
2018	38					
English Language and Literature/Letters						
2020	55					
2019	54					
2018	53					
Family and Consumer Sciences/Human Sciences						
2020	9			1		
2019	8			0		1
2018	10	2		1		0
Foreign Languages, Literatures, and Linguistics						
2020	27				0	
2019	26				0	
2018	27				1	
Health Professions and Related Programs						
2020	27			2		
2019	26					
2018	28					0
Library (Librarians/Non-Teaching)						
2018	13					1
Mathematics and Statistics						
2020	45					
2019	45					
2018	45					
Social Sciences						
2020	78					
2019	76					
2018	77					
Visual and Performing Arts						
2020	22				1	
2019	22				1	
2018	24					

Exhibit: Summary of Historical Changes in Underutilization - Faculty **2020 - 2021**
Borough of Manhattan CC

Faculty-Librarian

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Library (Librarians/Non-Teaching)						
2020	13					0
2019	14					1

Faculty-Lecturer

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Business, Management, Marketing, Support Services						
2020	6			1		
2019	5			1		
2018	7					
Communications, Journalism, etc. AND Visual and Performing A						
2020	11	2		1		2
2019	11	2		1		2
2018	11	2		1		1
Education - Developmental						
2020	12	2	2	1		
2019	11		1	1		
2018	12		1	1		
English Language and Literature/Letters						
2020	13					1
2019	14					1
2018	13					
Mathematics and Statistics						
2020	19	3				1
2019	19	3				1
2018	19	3				
Social Sciences						
2020	5	2		1		

Faculty-Instructor

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Mathematics and Statistics						
2020	6					0

Exhibit: Summary of Historical Changes in Underutilization - Faculty **2020 - 2021**
Borough of Manhattan CC

Faculty-Developmental

		UNDERUTILIZATION				
	Total Staff	Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Education - Developmental						
2020	37			2		
2019	35			2		
2018	38					

Exhibit: Summary of Historical Changes in Underutilization -Staff and College Lab Techs **2020 - 2021**
Borough of Manhattan CC

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

This summary provides three measurements:

-2018: Underutilization reported in the 2018 - 2019 plan (i.e., based on employee census as of 6/1/2018, the the Labor Market Availability estimates in place at that time).

-2019: Underutilization reported in the 2019 - 2020 (i.e., based on employee census as of 6/1/2019, with the current Labor Market Availability estimates, in place at that time).

-2020: Underutilization reported in the 2020 - 2021 Plan (i.e., this plan).

Note changes were made to job groups for security staff in 2019. 2018 figures reflect the prior organization (job groups named CPO-1 and CPO-2) and the 2019 figures reflect the new organization (Campus Security Assistant and Campus Peace Officer). The prior CPO-1 group contained Campus Security Assistant and Campus Peace Officer Level 1 only and CPO-2 contained Campus Peace Officer Level 2 only). The new groups are Campus Security Assistant and CPO (both CPO-1 and CPO-2 titles).

Category: Executive/Administrative/Managerial

		Total Staff	UNDERUTILIZATION				
			Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Administration 1 (Executive)							
	2020	19					
	2019	20					
	2018	20					
Administration 2 (Manager)							
	2020	113					
	2019	114					
	2018	108					
Facility Manager							
	2020	5			1		
Security Manager							
	2020	6	1		0	1	
	2019	6	1		0	1	
	2018	6	2		0		

Category: Professional Non-Faculty

		Total Staff	UNDERUTILIZATION				
			Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Accountant							
	2020	5					
	2019	5					
Administration 3 (Professional)							
	2020	244					
	2019	241					
	2018	234					
IT Computer Professional							

Exhibit: Summary of Historical Changes in Underutilization -Staff and College Lab Techs **2020 - 2021**
Borough of Manhattan CC

Category: Professional Non-Faculty

	Total Staff	UNDERUTILIZATION				
		Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
IT Computer Professional						
2020	32	8				
2019	32	11				
2018	28	4				

Category: Administrative Support Workers

	Total Staff	UNDERUTILIZATION				
		Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Accountant Assistant						
2020	15					
2019	15					
2018	18					
Administrative Assistant						
2020	11					1
2019	11					1
2018	10					1
Mail Services Worker						
2020	5	2			0	
2019	5	2			0	
2018	6	2				
Office Assistant						
2020	89					
2019	92					
2018	90					

Category: Craft Workers

	Total Staff	UNDERUTILIZATION				
		Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Basic Crafts-Buildings and Grounds						
2018	5	1		0		0
Laborers and Helpers						
2020	10	2				2
2019	10	2				2
2018	10	2				
Skilled Trades						
2020	47	1				
2019	49	1			1	3
2018	48	1				

Exhibit: Summary of Historical Changes in Underutilization -Staff and College Lab Techs **2020 - 2021**
Borough of Manhattan CC

Category: Technicians

		Total Staff	UNDERUTILIZATION				
			Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Administration 4 (College Lab Tech) - Other							
	2020	17			4		
	2019	17			4		
	2018	17			1		
Administration 4 (College Lab Tech) - Sci/Tech/Eng							
	2020	18					
	2019	20					
	2018	20					
IT Support Technician							
	2018	5					
Print Shop							
	2020	8					
	2019	9					
	2018	10					

Category: Service Workers and Others

		Total Staff	UNDERUTILIZATION				
			Female	Total Minority	Asian/Nat Haw./Oth. Pac. Isl.	Black/ African Am.	Hispanic/ Latino
Campus Peace Officer							
	2020	34					
	2019	29					
Campus Peace Officer (2018-CPO Level 1)							
	2018	68					11
Campus Public Safety Sergeant							
	2020	10			0		
	2019	10			0		
	2018	11			1		
Campus Security Assistant							
	2020	34					3
	2019	37					5
Custodial							
	2020	55			2		
	2019	61			1		
	2018	56					
Custodial Supervisor							
	2020	16			1		
	2019	14	2		1		2
	2018	16	2		0		

Utilization, Underutilization, and Placement Goals

Faculty

This job category had positive progress, in that underutilization of various underrepresented groups was either eliminated or decreased at the College.

In the Communication, Journalism, Visual and Performing Arts discipline, underutilization of Asian faculty members was eliminated in the Professorial job group. In the Education- Developmental discipline, underutilization of female faculty members was decreased in the Professorial job group. In the Family and Consumer Sciences/Human Sciences discipline, underutilization of Hispanic faculty members was eliminated in the Professorial job group. In the Library (Librarians/Non-Teaching) discipline, underutilization of Hispanic faculty members was eliminated in the Librarian job group.

As in the 2018-2019 plan year, there was no underutilization of female or minority employees in the Professorial job group in the following disciplines: Business Management, Marketing, Support Services; Education; English Language and Literature/Letters; Foreign Languages, Literatures, and Linguistics; Mathematics and Statistics, and Social Sciences.

Underutilization developed or increased in several disciplines. Various factors contributed to the development of underutilization in these disciplines.

In the Communication, Journalism, and Related Programs discipline, the underutilization of female faculty members and Asian faculty members in the Professorial job group remained the same, due to lack of hiring opportunities. In the Computer and Information Sciences and Support Services discipline, the underutilization of Black faculty members in the Professorial job group remained the same, due to the lack of hiring opportunities.

Underutilization developed due to the creation of unfilled vacancies resulting from faculty members retiring, separating employment, or passing away in the following disciplines: Health Professions and Related Programs, Professorial job group (Hispanic), and Family and Consumer Sciences/Human Sciences, Professorial job group (Asian).

The Education - Developmental discipline witnessed an increase of underutilization of female faculty members in the Lecturer job group. The Biological and Biomedical Sciences and Physical Sciences discipline also witnessed an increase of underutilization of Black faculty members in the Professorial job group.

Underutilization reports were issued for two new job groups/disciplines this year because five or more faculty were reported in those groups (opposed to prior plan years, when these groups had less than five faculty members). The Social Sciences discipline had underutilization of female faculty members and Asian faculty members in the Lecturer job group. The Mathematics and Statistics discipline had underutilization of female faculty members and Hispanic faculty members in the Instructor job group. The College will make good faith efforts to improve these new areas of underutilization in the following plan year.

Executive/Administrative/Managerial

In the Administration 1 and Administration 2 job groups, underutilization of female and minority employees remained at zero.

A new underutilization report was issued for the Facility Manager job group because five employees were reported in this group (opposed to prior plan years, when this group had less than five employees). The Facility Manager job group had underutilization of Asian employees. The College will make good faith efforts to improve this new area of underutilization in the following plan year.

Professional Non-Faculty

In the IT Computer Professional job group, underutilization of female employees decreased from 11 to 8.

As in the 2018-2019 plan year, there was no underutilization of female or minority employees in the Accountant and Administration 3 job groups.

Administrative Support Workers

As in the 2018-2019 plan year, there was no underutilization of female or minority employees in the Accountant Assistant and Office Assistant job groups.

In the Administrative Assistant job group, the underutilization for Hispanic minority group remained the same, due to the lack of hiring opportunities. In the Mail Services Worker job group, the underutilization for females remained the same, due to the lack of hiring opportunities.

Craft Workers

This EEO category had positive progress, in that underutilization of various underrepresented groups was eliminated at the College.

In the Skilled Trades job group, underutilization of Hispanic and Black employees was eliminated.

A new underutilization report was issued for the Basic Crafts-Building and Grounds job group because five employees were reported in this group (opposed to prior plan years, when this group had less than five employees). The Basics Crafts-Buildings and Grounds job group had underutilization of female employees. The College will make good faith efforts to improve this new area of underutilization in the following plan year.

In the Laborer and Helpers job group, the underutilization for female and Hispanic employees remained the same, due to the lack of hiring opportunities.

Technicians

As in the 2018-2019 plan year, there was no underutilization of female or minority employees in the Administration 4 (College Lab Technicians) – Science/Technology/Engineering, IT Support Technician, and Print Shop job groups. In the Administration 4 (CLT)- Other job group, the underutilization of Asian employees remained the same, due to the lack of hiring opportunities.

A new underutilization report was issued for the IT Support Technician job group because five employees were reported in this group (opposed to prior plan years, when this job group had less than five employees). There was no underutilization of female or minority employees in the IT Support Technician job group.

Service Workers and Others

This EEO category had positive progress, in that underutilization of various underrepresented groups was either eliminated or decreased at the College.

As in the 2018-2019 plan year, there was no underutilization of female or minority employees in the Campus Peace Officer job group and Campus Public Safety Sergeant job group.

In the Custodial Supervisor job group, underutilization of female employees was eliminated, and underutilization of Hispanic employees decreased. In the Campus Security Assistant job group, underutilization of Hispanic employees decreased.

In the Custodial job group, underutilization of Asian employees increased. Underutilization developed due to employees retiring, separating employment, or passing away, thereby reducing the number of employees in the job group.

OTHER ANALYSES

Personnel Activity

We review personnel actions for adverse impact (selections at substantially different rates for different groups). Chief Diversity Officers review activity for all job groups and report results for those groups with a material number of actions and/or applicants.

Appendix F provides net changes by job group:

- Job Actions by Gender and Ethnicity
- Faculty Tenure Actions by Gender and Ethnicity.

To analyze net changes by job group, we compare employee title changes between two reference

dates (June 1, 2019 and June 1, 2020). We note hires, moves to a higher or lower job group, moves within a job group, and separations. This produces a reasonable estimate but may leave out some actions, such as an employee changing job groups more than once over the year.

Employees who leave one job group to take a position in another are reported as separated from one group and joining another. We consider transfers between CUNY units as a separation from one and a hire in the other.

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). Individuals are eligible after meeting service requirements. There is an additional review process for professorial faculty, involving department and College-wide Personnel and Budget Committee making recommendations to the President. It is also possible for a faculty member to be hired with Tenure. Faculty reported here received tenure/CCE status effective September 1, 2019.

The tenure report tracks the following statuses:

- Awarded Tenure
- Hired with Tenure
- Denied Tenure (not common).

During the Plan year, **51** employees gained tenure. Out of the **51** employees who gained tenure, **22** employees were minorities. More than half of the employees who gained tenure were women. **One (1)** employee was hired with tenure.[6]

Appendix F-2 provides details of faculty receiving tenure/CCE status effective during the past plan year, covering those awarded tenure, hired with tenure (includes faculty rehired after long-term leaves), and denied tenure.

Recruiting Activity

CUNY is committed to equitable practices to recruit a diverse and highly qualified workforce.

Prior to posting a job vacancy, the Chief Diversity Officer reviews Physical and Mental Qualifications within each listing as well as the language used throughout the job description and job listing. The Chief Diversity Officer also reviews Recruiting Plans for intended diversity recruitment outreach.

BMCC conducts most faculty and administrative hiring by appointing a diverse Search Committee. The Chief Diversity Officer provides an orientation, or “charge”, to committee members on effective selection practices, including practices aimed at reducing potential for bias, as well as affirmative action and equal employment opportunity obligations. In addition, the Chief Diversity Officer reviews applicant pools for sufficient representation prior to committee review. The Chief Diversity Officer reviews applicant self-identification data and determines if there is a need to

[6] At the time this faculty member was hired, during the plan year, he had tenure granted by another CUNY school.

adjust recruiting and outreach plans.

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

Appendix G summarizes recruiting and selection by job group for searches concluded with a job offer between June 1, 2019 and May 31, 2020.

BMCC reports all searches resulting in an offer. For some searches, notably faculty, there is a time gap between offer and start dates. To avoid a lag in reporting, we include searches based on date of accepted job offer, even if the employee has not started work before June 1.

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

Civil Service Hiring

The College participated in 13 university-wide hiring pools for Classified Civil Service vacancies. Applicants who are pre-qualified based on an examination score indicate their interest in working at one or more units, and each establishment interviews and hires according to Civil Service regulations. We report those applicants expressing an interest in our unit at the hiring pools. CUNY's Office of Human Resources Management administers and validates Civil Service examinations and maintains records of applicants and exam results.

Hiring Pool	Date	Number of Hires
Campus Security Assistant	June 10, 2019; July 22, 2019; November 8, 2019	5 (4 Female; 3 Black; 1 Hispanic)
CUNY Office Assistant	June 19, 2019; September 9, 2019; January 27, 2020; February 26, 2020	10 (8 Female; 6 Hispanic; 1 Black; 2 Asian)
Stationary Engineer	October 22, 2019; November 11, 2019	0
Painter	February 24, 2020	3 (2 Hispanic; 1 Black)
CUNY Peace Officer	September 4, 2019	10 (3 Female; 3 Hispanic; 3 Asian; 4 Black)
Electrician	October 11, 2019; November 7, 2019	1 (1 Hispanic)

Compensation

Employee pay plans are governed by bargaining unit contracts, Civil Service regulations, Prevailing Wage determinations, and/or university policies. Plans include the Executive Compensation Plan (ECP), Faculty and Non-Teaching Instructional Staff Pay Plan, Classified Civil Service Plans for Managerial and Non-Managerial Personnel, and Prevailing Wage schedules for Skilled Trades. CUNY's Trustees review and approve all pay plans.

The Chief Diversity Officer reviews overall practices such as:

- Setting of Starting Salaries
- Performance-Based Pay
- Pay Increases Upon Promotion
- Tracking of Compensation Decisions
- Document Retention
- Assignment of Overtime/Additional Assignments.

We review average salaries by job group and title and evaluate areas with a discrepancy of 5% or more for a material number of employees.

The Chief Diversity Officer reviews the compensation data on an annual basis near the conclusion of the Affirmative Action Plan year. The Office of Compliance and Diversity and the Human Resources Director discussed compensation best practices and areas of risk the course of the Affirmative Action Plan year.

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.

Part Three contains:

- Prior-Year Programs
- 2020-2021 Planned Programs
- Ongoing Activities
- Internal Audit and Reporting.

PRIOR-YEAR PROGRAMS

Last year, the College engaged in the following programs to support Affirmative Action and create a climate of inclusion:

As noted earlier, events related COVID-19 have limited certain portions of BMCC's implementation plans.

Summary of Campus Programs, 2019-2020

Program	Impact
Designing for Success Phase II: Taking What Works to Scale	Designing for Success, a College-wide strategic planning program, based on design theory, is aimed at dramatically improving student success and equity. The program is committed to redesigning processes, practices, and policies as needed to dramatically improve student outcomes, to achieve equity in these outcomes, and to bring to scale proven strategies and interventions— designing for success at scale. The goals of BMCC Designing for Success are: improve retention to double degree completion rates, and increase successful transfer and baccalaureate attainment; improve learning through culturally responsive and sustaining pedagogy and support; expand career development leading to meaningful work with family-sustaining wages; and achieve equity in these outcomes in a college community in which all members can thrive. Designing for Success integrates multiple planning initiatives, including initiatives by the Equity and Inclusion Taskforce which is part of Strategic Planning Phase I of Designing for Success. The work produced by the Equity and Inclusion Taskforce in the Strategic Planning Phase I of Designing for Success was integrated into Strategic Planning

Program	Impact
	Phase II: Designing for Success Taking What Works to Scale. A session was held on October 25, 2019 to discuss Designing for Success Phase II goals, and to review the committee agenda, charges, planning documents, data and resources of over 170 faculty and staff members that participated in six working groups. On February 13, 2020 another session was held to review and report progress of the six working groups and discuss next steps. Designing for Success: Strategic Planning Phase II began in fall 2019 and continued into spring 2020, culminating with the publication of the College's new strategic plan for 2020-2025.
Annual Winter Faculty Convocation	On January 22, 2020, the College held its annual Winter Faculty Convocation, an event designed to promote an inclusive and welcoming environment for all faculty members. The Convocation gathered all faculty, including full-time and part-time faculty, to discuss teaching and learning, in support of student success both in and out of the classroom. Faculty and staff were also invited to attend. All attending faculty/staff received a welcome from Interim President Karrin E. Wilks and Acting Provost/Senior Vice President Erwin J. Wong. President Karrin E. Wilks welcomed convocation participants and noted that consistently delivering culturally-responsive lessons will help to engage BMCC students by positioning diversity as a strength. David E. Kirkland, PhD, JD, a transdisciplinary scholar of language, literacy and urban education, gave the Keynote address. He framed the premise of his presentation around the fact that a majority of students in U.S.

Program	Impact
	public schools qualify for free or reduced lunches, are students of color and most of them are vulnerable. Dr. Kirkland specializes in exploring through the construct of literacy the intersection among language, race, gender and urban youth culture. The Theme for this year's event was *Culturally Responsive and Sustaining Engagement*. Attendees had the opportunity to attend panels and workshops, which included the following topics: • Implicit Bias; • Using Culturally Relevant Pedagogy (CRP) to Engage Students on the First Day of Class - Sharing individual practices, brainstorming, creating culturally responsive pedagogical strategies for the first day of class which will help facilitate a safe, inclusive, and affirmative learning community for students; • Identity Mapping - Discussing identity and how it may influence our thinking and those around us. Based on different identities, this allows for ongoing discussions on what components make up a student's identity and how it may impact their learning in and outside of the classroom environment; • Transforming the College - Building a "practical utopia" here at BMCC. Culturally sustaining pedagogy in every class; Equity/Equality/Liberation/Justice;

Program	Impact
	Cost reduction or elimination; Mission Statements and goals; Becoming ready for our students; Rethinking campus security; LGBTQAI+ justice/liberation and access; Immigration and borders; Racial justice and liberation; Childcare; Maintaining open admissions; Challenging the school-prison juxtaposition; Implementing pedagogical approaches/theories/philosophies faculty find inspiring; and • Cultivating a Multi-Lingual Classroom - Many BMCC students speak (at least!) another language besides English. Using useful terminology (e.g. ELL, MLL, Generation 1.5, etc.) that highlights students' diverse linguistic trajectories gives a clearer sense of the different obstacles that different multilingual students face.
Faculty Mentoring Programs	Faculty mentoring at BMCC takes many forms, including formal and informal mentor-mentee relationships. Many academic departments pair incoming faculty with senior faculty in the department to help new faculty get their bearings in a department. The College also has several college-wide programs where experienced faculty lead groups in learning about or trying various teaching methodologies, such as learning communities or online learning. During the last plan year, the Office of Faculty Affairs focused on expanding these efforts to help faculty create a mentoring network. In contrast to traditional notions of mentoring, BMCC's mentoring programs

Program	Impact
	are premised on the belief that there is no one person who can assist a faculty member in all aspects of their career and mentoring is useful for faculty at many stages of their careers, not only for those who are new or pursuing tenure. The BMCC mentoring program consisted of the following: • Cohorts for New Faculty Orientation in fall 2020 • Guidance for faculty preparing for tenure and promotion in fall and spring • Support for faculty developing new online courses or teaching their first online course • Matching faculty with research mentors within CUNY or at other institutions
Center for Excellence in Teaching, Learning, and Scholarship (CETLS) – BMCC	CETLS-BMCC is a faculty-driven center that serves the BMCC community by providing a forum for faculty to develop as teachers and scholars and to serve as pedagogical leaders. CETLS fosters cross-disciplinary dialogue about pedagogy and scholarship and provides opportunities for faculty professional development. One of the goals of this program is to decrease and/or eliminate areas of faculty underutilization for women and minorities through mentorship. During the 2019-2020 academic year, CETLS facilitated several Faculty Interest Groups (FIGs). FIGs are interdisciplinary groups of faculty and staff members

Program	Impact
	coming together to explore a common research, creative, or teaching interest. All BMCC faculty and staff are welcome to join existing FIGs or propose a new FIG. During the 2019-2020 academic year, CETLS facilitated the following FIGs: Africana Studies; Culture, Women's Stories, and Creativity in STEM; Women's Studies Project; Queer Communities; Cross-Cultural Approaches to Latino/a Studies; and Language, Society and Culture. CETLS events during the 2019-2020 academic year covered a variety of topics, including: Well-Being and Equity: What does it mean to put support for student flourishing at the center of our commitment to equity? What does it mean to place equity, diversity, and inclusion at the center of our commitment to fostering student well-being? Here we "Roe" Again!: The Women's Studies Project kicked off the New Year with a discussion of this past year's legislation restricting reproductive rights, what is expected in 2020, and how it impacts all of us. SafeZone Ally Training: a two-hour training focusing on LGBTQ issues and the role of allies. Understanding Student Veterans: Challenges Transitioning from Military Service to Campus Life: A conversation with current student veterans and faculty who have worked closely with veterans, facilitated by staff from the Veterans Resource Center. Queer Communities at BMCC:

Program	Impact
	Conversations around representation, visibility, and social action within the queer communities.
New Faculty Orientation: EEO and Sexual Harassment Training for New Faculty	On August 22, 2019, as part of the annual New Faculty Orientation, the Office of Compliance and Diversity conducted an interactive EEO and Sexual Harassment training session for newly hired faculty members. At the training, new faculty members learned about CUNY's non-discrimination, sexual harassment, and accommodation policies. During the orientation, new faculty members also received information about tenure and promotion procedures.
EEO Training – Office of Compliance and Diversity	During the plan year, members of the Office of Compliance and Diversity attended many EEO trainings, including the following: • CUNY Central – NACUA Live Webinar: ADA and FMLA 2.0: Tackling Difficult Faculty and Staff Issues, July 25, 2019 • CYCLE Webinar – How to Prepare for the Anticipated Impact of the New Title IX Regulations, August 8, 2019 • NACUA Briefing | Title IX and Challenges to Sex-Based Scholarships, August 13, 2019 • Regional Discussion on Sexual Assault and Sexual Harassment at America's Colleges, Universities and Service Academies – Co-hosted by the State University of New York (SUNY) and the US Department of the Navy, September 5, 2019 • Practicing Law Institute (PLI) Women Lawyers in Leadership 2019, September 12, 2019

Program	Impact
	• SUNY Student Conduct Institute Basic Compliance Training, September 13, 2019 • PLI Employment Law Institute 2019, October 15-16, 2019 • NACUA Webinar: Anti-Diversity Complaints: Understanding and Responding to Challenges Against Higher Education Diversity Program and Policies, October 29, 2019 • PLI Workplace Accommodation and Leave Challenges 2019, November 6, 2019 • Higher Education Recruitment Consortium 2nd Annual Diversity & Inclusion Research Conference, November 7, 2019 • SUNY Student Conduct Institute Title IX Investigator Training, December 12, 2019 • National Association of Diversity Officers in Higher Education (NADOHE) Northeast Tri-State Chapter Meeting, December 13, 2019 • The Institute for Workplace Equality's Higher Education Compliance Symposium (East Coast), February 20, 2020 • SUNY Downstate Health Sciences University: Complying with the Clery Act & Education Law 129-B: A Comprehensive Training, March 4, 2020 • SUNY Student Conduct Institute Charting the Uncharted: Moving Investigations and Adjudications Into a Digital Environment During Campus Closures, March 20 & 23, 2020 • NADOHE Standards 2.0 and COVID-19 Part 1: Advancing the Centrality and Capacity of DEI Work in the

Program	Impact
	Context of Crisis Management, April 30, 2020 • Holland & Knight Understanding the Newly Released Title IX Regulations, May 13, 2020 • SUNY Student Conduct Institute 2020 Title IX Regulations: Summary and Analysis for New York State Colleges and Universities, May 14, 2020 • Metro New York & Southern Connecticut HERC Panel Discussion on Planning a Safe and Equitable Return to the Campus Workplaces During COVID-19, May 14, 2020 • National Association of College and University Attorneys (NACUA) Title IX: The Department of Education Final Rule on Sexual Harassment, May 18, 2020 • Pepper Hamilton New Title IX Regulations – A Seismic Shift During a Pandemic, May 20, 2020 • NACUA Difficult Employment Decisions in Times of Crisis, May 28, 2020
E-SPARC Training	All College employees were provided an annual online Employee Sexual and Interpersonal Violence Prevention and Response Course (E-SPARC).
National Association of Diversity Officers in Higher Education (NADOHE)	In February 2020, staff members from BMCC's Office of Compliance and Diversity, including the Chief Diversity Officer, became members of the National Association of Diversity Officers in Higher Education (NADOHE). NADOHE is joined The National Association of Diversity Officers in Higher Education Conference. NADOHE serves as the preeminent voice for diversity officers in higher education by

Program	Impact
	supporting collective efforts to lead higher education institutions toward the attainment of the following goals: • Produce and disseminate empirical evidence through research to inform diversity initiatives • Identify and circulate exemplary practices • Provide professional development for current and aspiring diversity officers • Inform and influence national and local policies • Create and foster networking opportunities During the plan year, BMCC's Chief Diversity Officer and Deputy Director of Diversity and Title IX Compliance attended NADOHE meetings, as well as the following training webinar: • NADOHE Standards 2.0 and COVID-19 Part 1: Advancing the Centrality and Capacity of DEI Work in the Context of Crisis Management – April 30, 2020
7th Annual Black Doctoral Network Conference	In Fall 2019, BMCC's Digital Recruiter and the Associate Dean of Faculty attended the 7th Annual Black Doctoral Network Conference. The Black Doctoral Network recruitment fair is an excellent venue for employers who are committed to diversity and inclusion at their institution. At the event, the College interviewed highly qualified candidates from underrepresented groups with advanced degrees from across the disciplines for faculty or other professional positions. The outreach effort is designed to build a future applicant pipeline.

Program	Impact
Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey	In Spring 2019, BMCC and CUNY administered the Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey to professors at the college. The COACHE survey, which originates at the Harvard Graduate School of Education, is a research-practice partnership and network of peer institutions dedicated to improving outcomes in faculty recruitment, development, and retention. A report produced from the COACHE survey results presents strengths and concerns the survey revealed, looking at the responses of all faculty as well as aggregating the responses by groups including pre-tenure faculty, associate professors, female faculty and faculty of color. Faculty were asked to gauge their satisfaction with factors such as diversity, support from colleagues and their department, quality of leadership, assistance for grant proposals and others. The COACHE survey was used to inform the BMCC Designing for Success Phase II: Taking What Works to Scale process, and its priority of improving student success.
Implicit Bias Training for Departmental Personnel and Budget Committees: Recruiting and Retaining a Diverse Faculty	On January 21, 2020, the Chief Diversity Officer, in partnership with the Associate Dean of Faculty and the Director of Faculty Appointments, presented a training titled "Recruiting and Retaining a Diverse Faculty" to departmental personnel and budget committees. Twenty personnel and budget committee members attended, representing six academic departments. The training highlighted how implicit bias can negatively impact the hiring process and equal opportunity in recruitment. Attendees were provided strategies to minimize implicit bias in the hiring process in order to strengthen the recruitment of diverse faculty. This training was

Program	Impact
	conducted jointly with Academic Affairs – and it also covered procedures for recruitment, retention, drafting job descriptions, tenure, and other roles fulfilled by the personnel and budget committee.
EEO and Sexual Harassment Training for BMCC Community	The Office of Compliance and Diversity provided EEO and Sexual Harassment training to the following groups during the last plan year: new students, new faculty, faculty-student disciplinary committee, full-time employees, study abroad chaperones, specific faculty and staff Departments, and ASAP employees. During the course of the plan year, the Office of Compliance and Diversity provided in-person training to, approximately, **1,826** students and **448** employees.
ADA Accommodations & Best Practices Training for Academic Departments	During the last plan year, the College's Chief Diversity Officer continued to work closely with Department Chairs to discuss strategies for promoting diversity and inclusion and implementing best practices, specifically tailored to meet the needs of their individual departments. In fall 2019, the Chief Diversity Officer presented a training on disability accommodations best practices to the faculty in the Modern Languages Department. Thirty-two faculty and staff members from the department attended. In fall 2019, the Chief Diversity Officer presented a training on disability accommodations best practices to Department Chairpersons.
Women's Resource Center	In fall 2019, BMCC's Women's Resource Center participated in information sessions and workshops for Breast Cancer Awareness: Information Tabling, Breast Cancer Awareness Photo Exhibition & Info Gallery, Self-Breast Exam Workshop, and Cancer Care Workshop. In spring 2020, the

Program	Impact
	Women's Resource Center held the following events for the campus community: Girl Talk Weekly Dialogue, Sister2Sister Peer Mentoring Program, Women's HerSTory Month, Good Deeds Day, and the 18th Annual Student Women's Leadership Conference and Outdoor Retreat. In November 2019, Domestic Violence Awareness month, the Women's Resource Center promoted domestic violence awareness by sponsoring various workshops, trainings, and events, such as Transgender Day of Remembrance, Pledge to End Domestic Violence, International Human Rights Day, and World AIDS Awareness Day. On November 7, 2019, the Women's Resource Center also held Walk with Me, an annual event in which more than 100 BMCC students, faculty and staff participated in a silent march through BMCC's 199 Chambers Street campus to raise awareness for domestic violence and show support. In March 2020, in celebration of women's history month, the Women's Resource Center presented to the College community Women's Herstory Month, a month-long celebration which included a variety of events, lectures, workshops and discussions including "Looking Back, Moving Forward: Women and the Right to Vote." On March 5th, 2020, the college held an event called "Women Entrepreneurs Share Experiences," in which women entrepreneurs shared their experiences of starting a business and acquiring funding. Speakers included Emily Pan, founder of Mindful Sense; Sandra Thelusmond, founder and CEO of Vibrate Higher and Executive Director of the non-profit Vibrate Higher Foundation; Yanti Amos,

Program	Impact
	health and wellness business entrepreneur; and Bridgette Duncan, a certified personal trainer. The Women's Resource Center also continued its work with the BMCC Safe Zone, a program geared towards providing support to members of the BMCC lesbian, gay, bisexual, transgender, and queer (LGBTQ) community and helping to create a more inclusive environment. The Safe Zone program is comprised of faculty and staff volunteers who are committed to being allies and a source of support and information to individuals regardless of their sexual orientation or gender identity. It is a mode of outreach to LGBTQ students to make them feel welcome in all areas of the college. BMCC provides training for faculty and staff as part of the LGBTQ Safe Zone project once a semester.

2020-2021 PLANNED PROGRAMS

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

Planned Campus Programs, 2020-2021

Program	Expected Impact
Designing for Success: Equity, Inclusion and Anti-Racism Committee	The BMCC Equity and Inclusion Task Force will reconvene in Fall 2020 and will be renamed the Race, Equity, and Inclusion Steering Committee, effective October 2020. BMCC is committed to convening a college-wide steering committee focused on equity, inclusion and anti-racism. The committee will focus on actions to advance equity and inclusion as well as combat inequality in all its forms. The college will offer resources and activities to engage the College community in thoughtful discussions to find solutions, as we follow our mission to offer quality education to all students and a welcoming place to work for all faculty and staff.
BMCC Mentoring Programs	BMCC Mentoring Programs will continue in the 2020-2021 academic year. The BMCC mentoring program, as in the last plan year, will consist of the following: • Cohorts for New Faculty Orientation in fall 2020 • Guidance for faculty preparing for tenure and promotion in fall and spring • Support for faculty developing new online courses or teaching their first online course • Matching faculty with research

Program	Expected Impact
	mentors within CUNY or at other institutions The Office of Faculty Affairs will continue to expand these efforts to help faculty create a mentoring network.
Center for Excellence in Teaching, Learning, and Scholarship (CETLS) – BMCC	CETLS-BMCC, described above, is a faculty-driven center that serves the BMCC community by providing a forum for faculty to develop as teachers and scholars and to serve as pedagogical leaders. CETLS fosters cross-disciplinary dialogue about pedagogy and scholarship, and provides opportunities for faculty professional development. One of the goals of this program is to decrease and/or eliminate areas of faculty underutilization for women and minorities through mentorship. In a continuing effort to improve faculty development and equity, the College will continue its CETLS program in the 2020-2021 academic year. In Summer 2020, CETLS partnered with the Library and E-Learning to design and deliver the Resilient Teaching Workshop. More than 400 faculty participated in Resilient Teaching. The workshop included a mix of synchronous (zoom) and asynchronous (Blackboard) spaces for faculty to experience and engage with asset-based pedagogies, engage in decision-making about tools to support their pedagogical goals, and gain experience with the technologies they selected for their fall courses. Resilient Teaching will be the focus for CETLS in Fall 2020 and Spring 2021.

ONGOING ACTIVITIES

The College's programs benefit from additional University-wide recruitment, diversity, and compliance programs. The University:

- Sends job postings to State Workforce Agencies and Veterans' career centers
- Maintains consolidated advertising programs, including job boards serving Veterans, Individuals with Disabilities, women, and protected minority groups
- Maintains social media accounts for recruitment and employment branding
- Advertises and administers Civil Service examinations
- Publishes guides and training materials on effective recruiting and selection
- Publishes an annual notice of non-discrimination in the New York Times newspaper
- Provides training and ongoing updates to Chief Diversity Officers.

In 2019-2020, the University continues to implement a University-wide on-line training program for faculty and staff on sexual harassment prevention.

Recruitment policies support developing diverse applicant pools through:

- Required posting of open positions and of Civil Service Notices of Exam; typical faculty vacancies are posted for 30-60 days and administrative vacancies are posted for 14-30 days
- Collection of all applications into a single automated system where pre-established screening practices relevant to the specific function may be applied
- A job application process where candidates are automatically invited to self-identify race/ethnicity, gender, veteran status, and disability status; data is kept confidentially and used to analyze the composition of applicant pools
- For many positions, a committee recruiting process by which a diverse team evaluates candidates according to consistent criteria and job-related interview questions
- An annual survey of newly appointed employees to identify potential areas of concern in how the College communicates with its candidates.

BMCC continues to broaden the College's diversity recruitment and outreach efforts to hire and retain faculty members. The Chief Diversity Officer and Digital Recruiter coordinate resources to ensure that diversity outreach efforts to recruit faculty members are effective and strategic. This collaboration allows the Digital Recruiter to engage in targeted outreach and address

underutilization in an impactful manner. The Digital Recruiter utilizes online tools, including social media recruitment opportunities on LinkedIn and Twitter, to establish BMCC as an employer of choice and to distribute BMCC faculty opportunities to a broad range of diversity recruitment sources. For example, when utilizing LinkedIn and Twitter for faculty applicant sourcing, the job opportunities are sent to diversity groups, including, but not limited to, Hispanic Professionals, National Black MBA Association, National Association of Asian American Professionals, Woman 2 Woman Business, Professionals with Disabilities, The National Italian American Foundation, Recruit Military, Black Career Women's Network, and Minority Nurses. This ensures that faculty openings are widely distributed to a diverse applicant pool.

Furthermore, faculty positions are advertised on the Smart Recruiter platform, which distributes the openings online to Hispanics Today, The Black Perspective, Diversityjobs.com, and Diversity in Education, among other diversity recruitment websites. The College also posts faculty positions on the following diversity recruitment websites: Hispanic Outlook, Chronicle of Higher Education, Diverse Issues, Jobs.womenforhire.com, Academiccareers.com, Higheredjobs.com, and Howard University. In Fall 2019, the Digital Recruiter attended the 7th Annual Black Doctoral Network Conference. The Black Doctoral Network recruitment fair is an excellent venue for employers who are committed to diversity and inclusion at their institution. At the event, the College interviewed highly qualified candidates from underrepresented groups with advanced degrees from across the disciplines for faculty or other professional positions. BMCC also posted employment opportunities on the following job sites: Workforce Recruitment Program, Association of University Centers on Disabilities, NYC: ATWORK, and Vetjobs.

In addition to the foregoing, the Chief Diversity Officer posts and distributes notices of non-discrimination policies, changes in regulations, compliance information, and makes the Affirmative Action Plan available for public inspection. Additionally, the Chief Diversity Officer integrates compliance information into training programs for faculty, students, and staff.

The Office of Compliance and Diversity reviews job postings to ensure that they are consistent with CUNY's policies on equal opportunity. Before positions are posted, the Office of Compliance and Diversity works with the hiring managers to develop a strategic diversity recruitment plan. Additionally, the Office of Compliance and Diversity reviews applicant pools to ensure that each pool includes a diverse range of applicants from various races/ethnicities and genders. The Office of Compliance and Diversity also meets with all search committees for a charge to review CUNY's equal opportunity and non-discrimination policies as well as affirmative action obligations, as well as best practices for minimizing implicit bias and promoting equal opportunity in the hiring process.

In August 2019, the Digital Recruiter transferred from the Office of Human Resources to the Office of Compliance and Diversity. This restructuring has enhanced the Digital Recruiter's ability to work closely with the Chief Diversity Officer to create and improve strategies to promote diversity in recruitment. For example, the Chief Diversity Officer developed a process that focuses on providing faculty and staff with outreach opportunities and on best practices for strategic diversity recruitment. As part of this strategic focus, the Digital Recruiter works closely with hiring managers to engage in targeted recruitment for individual job opportunities before a position is posted, with the goal of ensuring strategic diversity recruitment outreach and

improving areas of underutilization for each department.

The Office of Compliance and Diversity provided EEO and Sexual Harassment training to the following groups during the last plan year: new students, new faculty, faculty-student disciplinary committee, full-time employees, study abroad chaperones, specific faculty and staff Departments, and ASAP employees. During the course of the plan year, the Office of Compliance and Diversity provided in-person training to, approximately, **1,826** students and **448** employees.

In fall 2019, the Chief Diversity Officer co-presented the Comprehensive Ethics Training Course, for Policy Makers and Threshold Filers, as well as an Ethics Training Course refresher for cabinet members. In spring 2020, the Office of Compliance and Diversity partnered with the Office of Human Resources to present trainings on disability accommodations to faculty and staff. The trainings focused on the process for requesting reasonable accommodations in light of COVID-19. The Office of Compliance and Diversity also provided guidance to campus departments on how to process accommodation requests during COVID-19 and during remote work. The Office of Compliance and Diversity also provided guidance on re-opening plans for members of vulnerable populations.

During the last plan year, the College's Chief Diversity Officer continued to work closely with Department Chairs to discuss strategies for promoting diversity and inclusion and implementing best practices, specifically tailored to meet the needs of their individual departments. In fall 2019, the Chief Diversity Officer presented a training on disability accommodations to the faculty in the Modern Languages Department. Thirty-two faculty and staff members from the department attended. In fall 2019, the Chief Diversity Officer presented ADA Accommodations & Best Practices to Academic Chairpersons with over 16 academic chairs attending each session. On January 21, 2020, the Chief Diversity Officer, in partnership with the Associate Dean of Faculty and the Director of Faculty Appointments, presented a training titled "Recruiting and Retaining a Diverse Faculty" to departmental personnel and budget committees. Twenty personnel and budget committee members attended, representing six academic departments. The training highlighted how implicit bias can negatively impact the hiring process and equal opportunity in recruitment. Attendees were provided strategies to minimize implicit bias in the hiring process in order to strengthen the recruitment of diverse faculty. This training was conducted jointly with Academic Affairs – and it also covered procedures for recruitment, retention, drafting job descriptions, tenure, and other roles fulfilled by the personnel and budget committee.

Each year the College promotes diversity through a program of events. BMCC hosted the following events to promote diversity at the College:

During the course of the last plan year, BMCC sponsored multiple events to celebrate the diversity on our campus. This included sponsoring heritage months, which included activities ranging from exhibits and discussions, to films and speakers. During the academic year, BMCC celebrated African American Heritage Month, Asian Heritage Month, Hispanic Heritage Month, Italian American Heritage Month, and LGBT Pride Month. BMCC also hosted the annual Saint Patrick's Day Luncheon, featuring traditional Irish cuisine, dance, and music, to benefit the BMCC Student Emergency Fund.

In addition, BMCC held multiple events to celebrate veterans, including events celebrating the U.S. Coast Guard's 229th birthday, the U.S. Air Force's 72nd birthday, the U.S. Navy's 244th birthday, and the U.S. Marine Corps' 244th birthday. BMCC also showed its support for veterans by hosting a Fall Welcome Back event in September 2019 and a Spring Welcome Back event in February 2020. Additionally, BMCC participated in the NYC Veteran Day Parade in November 2019 and the U.S. Marine Corps Reserve Toys for Tots Drive in December 2019. BMCC also recognized student veterans by hosting events during Hispanic Heritage Month and Black History Month.

In fall 2019, BMCC's Women's Resource Center participated in information sessions and workshops for Breast Cancer Awareness: Information Tabling, Breast Cancer Awareness Photo Exhibition & Info Gallery, Self-Breast Exam Workshop, and Cancer Care Workshop. In spring 2020, the Women's Resource Center held the following events for the campus community: Girl Talk Weekly Dialogue, Sister2Sister Peer Mentoring Program, Women's HerSTory Month, Good Deeds Day, and the 18th Annual Student Women's Leadership Conference and Outdoor Retreat.

In November 2019, Domestic Violence Awareness month, the Women's Resource Center promoted domestic violence awareness by sponsoring various workshops, trainings, and events, such as Transgender Day of Remembrance, Pledge to End Domestic Violence, International Human Rights Day, and World AIDS Awareness Day. On November 7, 2019, the Women's Resource Center also held Walk with Me, an annual event in which more than 100 BMCC students, faculty and staff participated in a silent march through BMCC's 199 Chambers Street campus to raise awareness for domestic violence and show support.

In March 2020, in celebration of women's history month, the Women's Resource Center presented to the College community Women's Herstory Month, a month-long celebration which included a variety of events, lectures, workshops and discussions including "Looking Back, Moving Forward: Women and the Right to Vote." On March 5th, 2020, the college held an event called "Women Entrepreneurs Share Experiences," in which women entrepreneurs shared their experiences of starting a business and acquiring funding. Speakers included Emily Pan, founder of Mindful Sense; Sandra Thelusmond, founder and CEO of Vibrate Higher and Executive Director of the non-profit Vibrate Higher Foundation; Yanti Amos, health and wellness business entrepreneur; and Bridgette Duncan, a certified personal trainer.

The Women's Resource Center also continued its work with the BMCC Safe Zone, a program geared towards providing support to members of the BMCC lesbian, gay, bisexual, transgender, and queer (LGBTQ) community and helping to create a more inclusive environment. The Safe Zone program is comprised of faculty and staff volunteers who are committed to being allies and a source of support and information to individuals regardless of their sexual orientation or gender identity. It is a mode of outreach to LGBTQ students to make them feel welcome in all areas of the college. BMCC provides training for faculty and staff as part of the LGBTQ Safe Zone project once a semester.

Finally, the College incorporates diversity and inclusion in its academic courses. The Center for Ethnic Studies is committed to teaching and learning about universal human values that lead to positive change. It is central to the mission of the College, and specifically to the Center for

Ethnic Studies, to address these issues and to educate the community about the history of our country and continue to fight for a more just society. The Center offers students an opportunity to study the experiences of diverse racial and ethnic groups in North America, as well as the histories and creative expressions of Africa, the Caribbean, Latin America, and Asia. Through its curriculum, the Center of Ethnic Studies strives to revitalize the cultural heritages of historically excluded and underrepresented groups - Africans and peoples of African descent, Latinos, and Asians. Professors in the Center for Ethnic Studies also led study abroad courses in Brazil and the Dominican Republic.

CUNY Central's Office Human of Resources Management:

- Lists job vacancies with State Workforce Agencies and Veterans' centers
- Maintains consolidated advertising programs, including job boards serving Veterans, Individuals with Disabilities, women, and protected minorities
- Maintains social media accounts for recruitment and employment branding
- Advertises and administers Civil Service examinations
- Distributes training materials on effective recruiting and selection
- Provides training and updates to Chief Diversity Officers.

CUNY implemented an on-line training program for faculty and staff on sexual harassment prevention; we regularly review training records and follow-up with individuals who have not participated.

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.

INTERNAL AUDIT AND REPORTING

The Chief Diversity Officer posts and distributes notices of policies, new/revised regulations, and similar compliance information, and makes the Affirmative Action Plan available for public inspection. She also integrates compliance information into training programs for faculty, students, and staff.

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

- Monitoring personnel actions, including new hires, transfers, promotions, and terminations
- Monitoring employee self-identification programs
- Reviewing recruiting outreach and advertising
- Monitoring complaints/incident reports which may indicate underlying trends
- Reviewing personnel practices and the Affirmative Action Plan with management
- Advising management of program effectiveness and providing recommendations for improvement.

The Chief Diversity Officer works with the Human Resources function to assure employment records, including records in CUNYfirst (HR Information System) are complete, accurate, and up-to-date.

PART FOUR: INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

Federal regulations mandate Affirmative Action plans address hiring and advancement of Individuals with Disabilities and Veterans.

Part Four, as mandated by regulation, contains:

- 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

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.

The City University of New York is committed to a policy of equal employment and equal access in its educational programs and other activities. Diversity, inclusion, and an environment free from discrimination are central to CUNY's mission. Further details are available at CUNY policy site: https://www.cuny.edu/about/administration/offices/hr/policies-and-procedures/.

REVIEW OF PERSONNEL PROCESSES

We seek to 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 college 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.

We last conducted a self-identification campaign in 2018 and plan to have the next comprehensive campaign in the next plan year.

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.

We review position requirements before listing a job vacancy. We review any new job qualifications or conditions to ensure they 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. The university also provides a checklist for planning a recruiting effort with a sign-off on job requirements.

REASONABLE ACCOMMODATIONS

We provide reasonable accommodations to Individuals with Disabilities and Disabled Veterans in employment matters. As per *CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments*, Human Resources Directors are responsible for responding to accommodation requests by applicants, employees, contractors, visitors, and others.

The College contact for accommodation requests is:

Name: Gloria Chao
Title: Director of Human Resources
Phone: (212) 220-8304
Email: gchao@bmcc.cuny.edu

CUNY Procedures for Implementing Reasonable Accommodation and Academic Adjustments is available at Click for CUNY's Policies (https://www.cuny.edu/about/administration/offices/hr/policies-and-procedures.html).

Information for applicants for employment is provided on the Employment Page of the CUNY Website and at the BMCC Human Resources Policies Page of the BMCC Website. The text of the statement is as follows:

> *Any applicant who requires an accommodation for a disability in order to apply for a position or proceed with the job search process should contact the Human Resources office at the College posting the position (see CUNY employment site: https://www.cuny.edu/employment/campus-hr.html) or contact the Office of*

Recruitment and Diversity at jobs@cuny.edu or at 395 Hudson St., New York, NY 10014.

We provide reasonable accommodations to individuals based on: a 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.

This past year:

- While recognizing requests may be resolved informally, BMCC's Office of Human Resources documented 5 employee accommodation requests. One of these accommodation requests was appealed to the Office of Compliance and Diversity, who worked with the employee to find a reasonable accommodation. At this time there are no outstanding appeals.

- BMCC's Office of Human Resources did not receive any job applicant accommodation requests from applicants.

HARASSMENT PREVENTION PROCEDURES

CUNY has developed anti-harassment policies and procedures concerning Individuals with Disabilities and Protected Veterans. The 504/ADA Coordinator reviews personnel practices to ensure access and non-discrimination for Individuals with Disabilities. The Chief Diversity Officer reviews practices for Veterans.

EXTERNAL POLICY DISSEMINATION

Each job vacancy announcement includes a summary of CUNY's policy.

CUNY posts its Non-Discrimination Policy on its employment website (Click for CUNY's Employment Page (https://www.cuny.edu/employment).

CUNY's Office of Labor Relations provides an annual notice of our policies to labor unions. Our establishment (or the university, as appropriate) sends written notice of the Affirmative Action Policy to subcontractors, vendors, and suppliers, requesting compliance.

OUTREACH AND POSITIVE RECRUITING

Summary of Prior-Year Outreach

This past year, we made the following outreach efforts to Veterans and Individuals with Disabilities:

Program / Effort	Impact/Discussion
Digital Recruitment	The College's Digital Recruiter engaged in targeted outreach in an effort to address underutilization in an impactful manner. The Digital Recruiter utilized online tools, including social media recruitment opportunities on LinkedIn and Twitter, to establish BMCC as an employer of choice and to distribute BMCC faculty opportunities to a wealth of diversity recruitment sources. For example, when utilizing LinkedIn and Twitter for faculty applicant sourcing, the job opportunities were sent to diversity groups, including, but not limited to Recruit Military and Professionals with Disabilities. The Digital Recruiter also posted job opportunities on the Minority Faculty/Staff Applicant Database and Chronicle Vitae, which focus on the recruitment of minority faculty and staff. BMCC also posted employment opportunities on the following sites: Workforce Recruitment Program, Association of University Centers on Disabilities, NYC: ATWORK, and Vetjobs.
Organization for Student Veterans	During the last plan year, Organization for Student Veterans, a BMCC student club, hosted guest speakers from the following organizations to present on employment opportunities: • NYC FDNY • NYC Department of Corrections • Citi Group

Program / Effort	Impact/Discussion
ADA Accommodations and Best Practices Training	Throughout the last plan year, the Office of Compliance and Diversity provided ADA accommodations training to faculty/staff in the Science Department, the Office of Accessibility, and the Office of Student Affairs, among others. The trainings focused on policies and best practices for reasonable accommodations and equal opportunities for individuals with disabilities. In spring 2020, the Office of Compliance and Diversity partnered with the Office of Human Resources to present trainings on disability accommodations to faculty and staff. The trainings focused on the process for requesting reasonable accommodations in light of COVID-19. The Office of Compliance and Diversity also provided guidance to campus departments on how to process accommodation requests during COVID-19 and during remote work. The Office of Compliance and Diversity also provided guidance on re-opening plans for members of vulnerable populations.
CUNY LEADS	During the last plan year, BMCC's Office of Accessibility continued its partnership with CUNY LEADS (Linking Employment, Academics and Disability Services), a unique academic and career program for students with disabilities at CUNY. The program provides students with disabilities various services, including career counseling, skills for job search and retention, enhanced employment opportunities, resume and interview preparation, and job placement assistance. Program participants also receive referral assistance from Adult Career and Continuing Education Services-Vocational Rehabilitation. CUNY Project REACH: Resources and Education on Autism as CUNY's Hallmark is

Program / Effort	Impact/Discussion
	a university-wide initiative funded by the FAR Fund and created to enhance CUNY's capacity to support its growing population of college students with autism spectrum disorder (ASD) and to educate faculty and staff about autism. The Melissa Riggio Higher Education Program, Association for the Help of Retarded Children (AHRC), which helps engage young adults with disabilities in academic and social experiences. Students in this program help audit classes at BMCC, along with their student mentors. (ACCES-VR), a New York State Education Department program that assists individuals with disabilities to achieve and maintain employment. CUNY LEADS provides employers with a pool of qualified, prescreened job candidates from CUNY colleges, including BMCC, who are prepared for the workforce, as well as internship opportunities.
Fall 2019 BMCC Career Fair	On September 25, 2019, BMCC's Center for Career Development held a career fair for BMCC students. The event provided employment and networking opportunities for potential job candidates from BMCC's diverse student body. Nearly 800 students met with more than 100 employers. The fair also provided information to students about employment opportunities at BMCC. These include working as a College Assistant in a research lab or office, working through a federal work-study program, or working at BMCC through programs including CUNY Educate, Develop, Graduate and Empower (EDGE), the Counseling Assistantship Program (CAP), CUNY Service Corps and others. Students prepared for these opportunities

Program / Effort	Impact/Discussion
	at the Center for Career Development by taking part in mock interviews, resume writing workshops, and goal-setting sessions. They attended gatherings such as LinkedIn Hour, held weekly at the College's main campus, to learn tips on maximizing their use of this social network for professionals. They also took surveys to explore their interests and attend counseling sessions to focus on marketing themselves. Career Express, an online platform provided through the Center for Career Development, provided an extensive job bank for students, as well as access to professional development workshops and other services.

Planned Outreach for 2020-2021

The College plans to pursue the following activities during the next plan year:

Program / Effort	Goals/Expected Impact
Digital Recruitment	The College's Digital Recruiter will continue to engage in targeted outreach in an effort to address underutilization in an impactful manner. The Digital Recruiter will utilize online tools, including social media recruitment opportunities on LinkedIn and Twitter, to establish BMCC as an employer of choice and to distribute BMCC faculty opportunities to a wealth of diversity recruitment sources. The College will continue to post job opportunities on diverse recruitment websites, including, but not limited to, Hispanic Professionals, National Black MBA Association, National Association of Asian American Professionals, Woman 2 Woman Business, Professionals with Disabilities, The National Italian American Foundation, Recruit Military, and Minority Nurses. The Digital Recruiter will also continue to post job opportunities on the Minority Faculty/Staff Applicant Database and Chronicle Vitae, which focus on the recruitment of minority faculty and staff. The College will continue to post faculty positions on the following diversity recruitment websites: Hispanic Outlook, Chronicle of Higher Education, Diverse Issues, Jobs.womenforhire.com, Academiccareers.com, Higheredjobs.com, and Howard University.
CUNY LEADS	BMCC's Office of Accessibility will continue its partnership with CUNY LEADS (Linking Employment, Academics and Disability Services), As described above, the program provides students with disabilities various services, including career counseling, skills for job search and retention, enhanced employment opportunities, resume and

Program / Effort	Goals/Expected Impact
	interview preparation, and job placement assistance. Additionally, CUNY LEADS provides employers with a pool of qualified, prescreened job candidates from CUNY colleges, including BMCC, who are prepared for the workforce, as well as internship opportunities.
ADA Accommodations and Best Practices Training	The Office of Compliance and Diversity will continue to provide ADA accommodations training to faculty/staff. The trainings will focus on policies and best practices for reasonable accommodations and equal opportunities for individuals with disabilities.

In addition, ongoing efforts include:

- Disseminating information concerning employment opportunities to outlets reaching Disabled Veterans, other Protected Veterans, and Individuals with Disabilities
- Advertising job openings with a variety of external resources, including required reporting to the New York State Labor Department and related agencies
- Filing the annual federal VETS-4212 report
- 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 statute)
- Assisting qualified Individuals with Disabilities with to classified competitive Civil Service titles without an examination (as per NY State statute).

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 individual 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 Disabled Veterans, other Veterans, and 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* (which also covers 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 Disabled Veterans, other Veterans, and Individuals with Disabilities, we have designated specific responsibilities.

The President

The President 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 504/ADA Coordinator and the Chief Diversity Officer report issues uncovered in interview reviews to the President who oversees appropriate responses.

504/ADA Coordinator

The President assigned the duties of the 504/ADA Coordinator to Odelia Levy, Esq. Responsibilities include:

- 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 records are stored securely and confidentiality is maintained
- Provides training as needed on issues related to Individuals with Disabilities.

College Officials

College officials assume help assure compliance with regulations through working with management to fund, identify and implement accommodations and other accessibility improvements.

For example, BMCC's Veterans Resource Center and Office of Accessibility provide important resources and information for veterans and individuals with disabilities, respectively. The offices provide resources for career opportunities and reasonable accommodations.

University Management

CUNY's Office of Recruitment and Diversity reports summary statistics, posted online at Click here for University Resources: https://www.cuny.edu/about/administration/offices/hr/recruitment-diversity/statistics-and-reports/

TRAINING

We assure individuals involved with recruitment, selection, promotion, disciplinary actions, training, and similar activities receive an orientation on relevant rules and regulations and the Affirmative Action Plan.

Employees involved with recruitment, selection, promotion, disciplinary actions, training, and related processes for Individuals with Disabilities or Veterans are acquainted with the College's Affirmative Action Program. CUNY's Office of Recruitment and Diversity and the Office of Professional Development and Learning Management provide training opportunities to help employees maximize their personal and workplace effectiveness, including Diversity Training courses.

The Office of Compliance and Diversity presents sexual harassment, Title IX, and EEO training for employees throughout the academic year. The trainings include information about reasonable accommodations and equal opportunities for veterans and individuals with disabilities. Additionally, the College continues to ensure that search committees are incorporating best practices in the diversity recruitment realm. The Office of Compliance and Diversity also includes information on best practices for interviewing applicants with disabilities when charging search committees.

BMCC personnel regularly participate in webinars and trainings regarding best practices in faculty diversity recruitment. These recruitment efforts are designed to further enhance BMCC's faculty applicant pools of underrepresented groups.

During the last plan year, BMCC personnel attended trainings, which focused on best practices for diversity recruitment, including, but not limited to the following:

- Embedding Inclusivity & Belonging into the Employee Lifecycle, LinkedIn Talent Solutions (July 17, 2019);

- How to Recognize and Defeat Unconscious Bias, Cornerstone (September 10, 2019);

- Fostering Change through Scholarship, Black Doctoral Conference (October 24-26, 2019);

- College Recruiting Bootcamp on Diversity and Inclusion, Ernst and Young (December 12, 2019)

- Building a Diverse Team Takes Hard Work, HERC (April 14th, 2020)

- Keeping Bias Out of the Equation, HCI (April 23rd, 2020)

During the last plan year, the College's Chief Diversity Officer attended the following trainings, which focused on best EEO practices, relating to Individuals with Disabilities and Veterans:

- ADA and FMLA 2.0: Tackling Difficult Faculty and Staff Issues, NACUA (July 25, 2019)

- Prioritizing Workplace Mental Health During and After the Crisis, Catalyst (April 29, 2020)

- Employment Law Institute 2019, Practicing Law Institute (October 15-16, 2019)

In August 2019, the Digital Recruiter was transferred from the Office of Human Resources to the Office of Compliance and Diversity. The Digital Recruiter and the Chief Diversity Officer coordinate strategies to promote diversity in recruitment. In conjunction with Office of Academic Affairs, the Digital Recruiter and Chief Diversity Officer developed a faculty training that focuses on best practices for diversity recruitment. Additionally, the Digital Recruiter has developed an early outreach program with hiring managers to engage in targeted recruitment for individual job opportunities, with the goal of improving areas of underutilization.

AUDIT AND REPORTING SYSTEM

The Chief Diversity Officer audits the effectiveness of outreach and Affirmative Action programs in general and monitors recruitment practices and discrimination claims related to status as a Veteran or Individual with a Disability.

The 504/ADA Coordinator oversees audit and reporting in support of Individuals with Disabilities. She identifies and addresses barriers to access and evaluates remedial actions.

The Chief Diversity Officer/504/ADA Coordinator report findings to the President and/or designee.

BENCHMARK COMPARISONS

Staffing

Appendix H summarizes 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.

There is no guideline for Veteran utilization.

Hiring Rates

The Exhibit on the following page illustrates hiring rates for Veterans and Individuals with Disabilities as compared with previous plan years, presented as prescribed by the US Department of Labor.

In March 2020, the federal benchmark Hiring Rate for Veterans was set at 5.7%, representing the prevalence of veterans in the United States workforce. The previous rate from March 2019 was 5.9%.

There is no hiring rate benchmark for Individuals with Disabilities.

Exhibit: Benchmark Comparisons for Veterans and Individuals with Disabilities

Veterans Hiring Rate Benchmark

The benchmark, established annually by the US Department of Labor, is 5.7% as of March 2020.

Factor	2019-2020	2018-2019	2017-2018
Benchmark	**5.7%**	**5.9%**	**6.4%**
A. Number of applicants who self-identified as Veterans before an offer of employment is made	112	156	295
B. Total number of job openings	54	78	126
C. Total number of jobs filled	64	117	150
D. Total number of applicants for all jobs	8,391	11,187	22,402
E. Number of Veteran applicants hired	0	1	2
F. Total number of applicants hired	64	117	150
Hiring Rate (E divided by F)	0%	0.85%	1.33%
Was Benchmark Met? (Yes/No)	No	No	No

Hiring Rate, Individuals with Disabilities

There is no recommended hiring benchmark for Individuals with Disabilities.

Factor	2019-2020	2018-2019	2017-2018
A. Number of applicants who self-identify as Individuals with Disabilities before an offer of employment is made	357	388	772
B. Total number of job openings	54	78	126
C. Total number of jobs filled	64	117	150
D. Total number of applicants for all jobs	8,391	111,87	22,402
E. Number of Individuals with Disabilities hired	5	2	0
F. Total number of applicants hired	64	117	150
Hiring Rate (E Divided by F)	7.81%	1.71%	0%

APPENDICES

A. SUMMARY ORGANIZATION CHART

B. RE-AFFIRMATION LETTER

C. JOB GROUPS AND LABOR MARKET AVAILABILITY

D. ACADEMIC DEPARTMENTS BY DISCIPLINE AND COLLEGE LAB TECHNICIAN CATEGORY

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

F. SUMMARY OF PERSONNEL ACTIVITIES

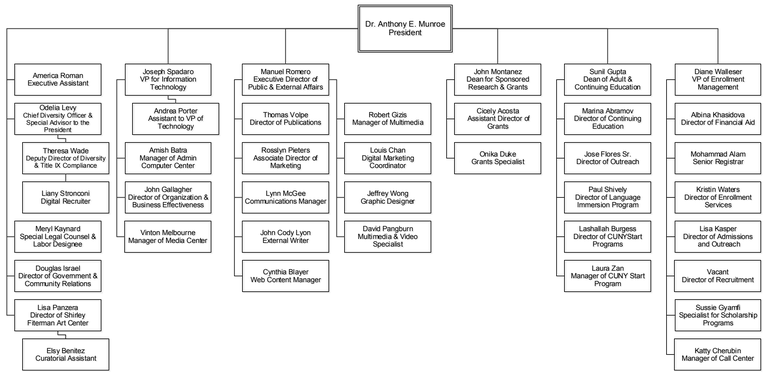
G. SUMMARY OF RECRUITMENT ACTIVITIES

H. UTILIZATION OF INDIVIDUALS WITH DISABILITIES

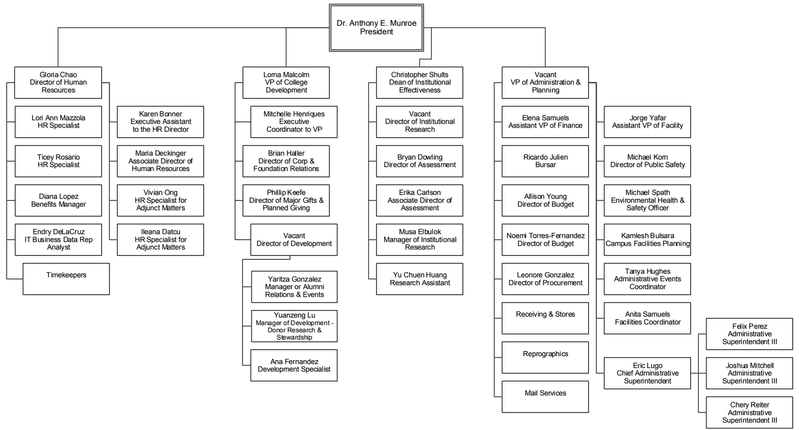
APPENDIX A - ORGANIZATION CHART **2020 - 2021**

Borough of Manhattan CC

This Appendix provides a high-level organization chart.



***Organization chart is current as of June 1, 2020. On June 1, 2020 BMCC's Interim President was Dr. Karrin E. Wilks.**
This chart reflects the update that on September 1, 2020 Dr. Anthony E. Munroe joined BMCC as the College's President.
Dr. Erwin Wong remains the College's Acting Provost & Senior Vice President.



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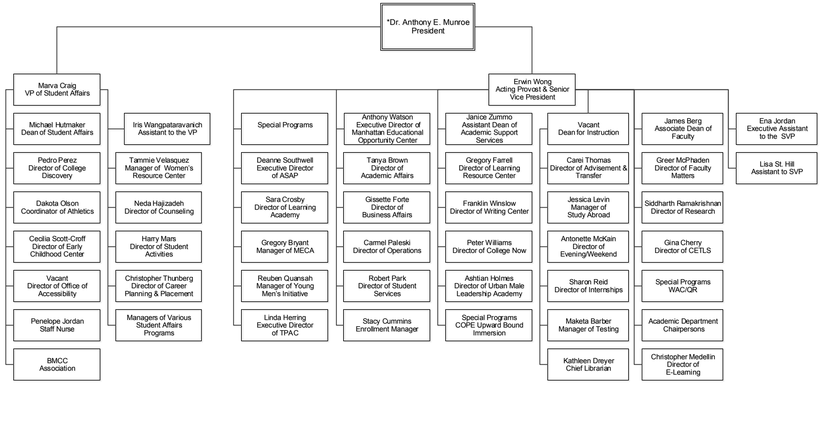

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This chart reflects the update that on September 1, 2020 Dr. Anthony E. Munroe joined BMCC as the College's President.
Dr. Erwin Wong remains the College's Acting Provost & Senior Vice President.

APPENDIX B - REAFFIRMATION LETTER **2020 - 2021**

Borough of Manhattan CC

This Appendix contains information on the most recently distributed reaffirmation(s).

President's Office

Borough of Manhattan Community College
The City University of New York

199 Chambers St., S701
New York, NY 10007
phone 212-220-1230
fax 212-220-1244

REAFFIRMATION OF COMMITMENT TO AFFIRMATIVE ACTION, EQUAL OPPORTUNITY, DIVERSITY, AND INCLUSION

The Borough of Manhattan Community College and the City University of New York (CUNY) maintain a strong commitment to affirmative action, equal opportunity and diversity and inclusion. As a diverse teaching and learning community committed to advancing equity and the intellectual and personal growth of students, BMCC celebrates the rich diversity of experience and knowledge that the entire community brings to the College.

We are all enriched and strengthened by this rich diversity of backgrounds, perspectives, and ideas. At BMCC, I strongly support the policies and practices that we have implemented to foster non-discrimination, affirmative action, and diversity and inclusion in the workplace and in the classroom. Consequently, I reaffirm BMCC's commitment, and my own commitment, to the principles of affirmative action, equal opportunity, diversity, and inclusion at BMCC. CUNY's Policy on Equal Opportunity and Nondiscrimination, as well as the CUNY Policy on Sexual Misconduct, include our commitment to recruit, employ, retain, promote, and provide benefits to employees (and applicants) and to admit and provide services for students without discriminating on the basis of actual or perceived race, color, creed, national origin, ethnicity, ancestry, religion, age, sex, sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, pregnancy, status as a victim of domestic violence/stalking/sex offenses, unemployment status, caregiver or familial status, prior record of arrest or conviction, or any other legally prohibited basis in accordance with federal, state, and city laws. Sexual harassment, a form of sex discrimination, is also prohibited. Furthermore, retaliation is strictly prohibited.

As a federal contractor, CUNY and BMCC engage in affirmative action consistent with Executive Order 11246. In addition to the protected groups delineated in Executive Order 11246, Italian-Americans are also included as a protected group in a separate Affirmative Action Plan.

I have assigned the responsibility for the implementation and monitoring of our compliance program to the Chief Diversity Officer and Special Advisor to the President, Odelia Levy, who serves as the 504/ADA Coordinator and Title IX Coordinator, and to Theresa Wade, Deputy Director of Diversity & Title IX Compliance. The vice presidents, deans, directors, managers and supervisors all share an ongoing responsibility for ensuring our compliance with these policies and laws. The Chief Diversity Officer and Deputy Director oversee the investigation of internal complaints of unlawful discrimination or harassment. The Office of Compliance and Diversity is located at 199 Chambers Street, Room S701 and is currently operating remotely. If you have a complaint of unlawful discrimination, unlawful harassment, or retaliation, including sexual harassment, or would like additional information, please contact the Chief Diversity Officer at OLevy@bmcc.cuny.edu or at 212-220-1236 or the Deputy Director at TWade@bmcc.cuny.edu or at 212-220-1273. All emails and phones are active during remote work.

I invite you to visit the BMCC and CUNY websites to learn more about our policies pertaining to unlawful discrimination and harassment, including sexual harassment, and retaliation, including the CUNY Equal Opportunity and Non Discrimination Policy and the CUNY Policy on Sexual Misconduct. Additional information about external agencies handling complaints of unlawful discrimination and harassment as well as other policies are available on the Office of Compliance and Diversity website. BMCC remains committed to promoting diversity and equal opportunity. These initiatives foster our vibrant campus community and create an environment where all members are empowered to succeed. A core BMCC value is belonging, ensuring that all members of a community feel that they belong and are valued. BMCC is committed to advancing equity and to promoting our culture of care in which all members can thrive. I ask for your continued support to ensure affirmative action, equal opportunity, diversity, and inclusion in all programs and practices at BMCC.

Karrin E. Wilks
Interim President, Borough of Manhattan Community College

*This letter was sent via email to the BMCC community on August 18, 2020, when BMCC Interim President Karrin Wilks was BMCC's interim president. On September 1, 2020, Dr. Anthony E. Munroe became BMCC's president.

APPENDIX C - JOB GROUPS/LABOR MARKET AVAILABILITY **2020 - 2021**

Borough of Manhattan CC

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

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

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

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

Full Time Employee Count (excludes Chief Executive): 1,417

Category: Executive/Administrative/Managerial

Group: Administration 1 (Executive)

Employees: 19

Description

Executive Compensation Plan (Other Than Chief Executive)

Executive Compensation Plan; Chief Executives (Presidents, Deans of Major Schools) are excluded

Labor Market Availability Factors

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

Title(s)	Employees
Administrator	1
Assc Administrator	1
Assc Dean	1
Asst Administrator	4
Asst Dean	1
Asst Vice President	2
Dean	4
Sr Vice President	1
Vice President	4

Category: Executive/Administrative/Managerial

Group: Administration 2 (Manager)

Employees: 113

Description

Manager-Level Administrators

Labor Market Availability Factors

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

Title(s)	Employees
EOC HE Associate	1
EOC HE Officer	4
HE Associate	65
HE Officer	43

Group: Facility Manager

Employees: 5

Description

Facility Superintendents (Managerial)

In 2017, Admin Superintendent and Chief Admin Superintendent groups were combined.

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	55.00%	2013-2017 ACS, NY/NJ MSA, Bachelor's Degree or higher plus four years of Post-Bachelor's experience (proxy minimum age of 25) and in the following occupations: 0410 (Real Estate and Property Managers), 1300 (Architects), 1360 (Civil Engineers), and 8620 (Stationary Engineerings and Boiler Operators).
2-Internal	45.00%	Employees in the titles of Sr Stationary Engineer, Project Manager, Principal Park Supervisor, Principal Custodial Supervisor, or Supervisor of Laborers and Maintenance Workers, Civil Service permanency not required, as of 6/1/2018.

Title(s)	Employees
Admin Supt Builds Grds	4
Chief Admin Supt - Competitive	1

Category: Executive/Administrative/Managerial

Group: IT Computer Manager

Employees: 1

Description

Information Technology Managers (Managerial)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	60.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement; six years' work experience (proxy minimum age of 23) and in the following occupation: 0110 (Computer and Information Systems Managers)
2-Internal	40.00%	Employees in the title IT Senior Associate, Civil Service permanency not required, as of 6/1/2018.

Title(s)	Employees
IT Computer Systems Mgr	1

Group: Security Manager

Employees: 6

Description

Campus Security Managers (Managerial)

Labor Market Availability Factors

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

Title(s)	Employees
Campus Security Asst Dir	5
Campus Security Dir	1

Category: Professional Faculty

Group: Faculty-Developmental

Employees: 37

Description

Development Program Faculty; i.e., faculty primarily teaching basic skills and related non-credit bearing programs such as CUNY START.
In 2017, added to accommodate new CUNY START and CUNY CLIP program faculty and related programs.

Labor Market Availability Factors

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

Title(s)	Employees
CLIP Instructor	10
CUNY Start Instructor	18
EOC Lecturer	7
EOC Lecturer Doc Sched	2

Group: Faculty-Instructor

Employees: 19

Description

Instructor Faculty excluding Librarians. Instructors are term-limited faculty whose positions convert to Assistant Professor upon completion of a doctorate within five years. They are generally in the process of completing a doctorate-level degree.
For utilization analysis in the Federal Plan, reviewed by academic discipline or program within job group.

Labor Market Availability Factors

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

Title(s)	Employees
Instructor	19

Category: Professional Faculty

Group: Faculty-Lecturer

Employees: 76

Description

Lecturer Faculty excluding Librarians. Lecturers are eligible for a certificate of continuous employment but not tenure. The minimum qualification for Lecturer is a Bachelor's degree in a discipline related to the subject being taught.

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

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2016 NCES Degree Completions, Bachelor's or Masters, NY and NJ, for selected disciplines (first and second majors), not weighted.
2-Internal	0.00%	NA

Title(s)	Employees
Lecturer	72
Lecturer Doct Sch	4

Group: Faculty-Librarian

Employees: 13

Description

CUNY Librarians with faculty appointments

Prior to 2019, a sub-group of professorial faculty; separated as it encompasses faculty of all ranks.

Labor Market Availability Factors

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

Title(s)	Employees
Assc Professor	8
Asst Professor	4
Professor	1

Category: Professional Faculty

Group: Faculty-Professorial

Employees: 464

Description

Tenure-eligible faculty (excluding Librarians) for whom a terminal degree such as a Doctorate is a minimum qualification.
For utilization analysis in the Federal Plan, reviewed by academic discipline or program within job group.

Labor Market Availability Factors

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

Title(s)	Employees
Assc Professor	155
Asst Professor	192
Professor	117

Category: Professional Non-Faculty

Group: Accountant

Employees: 5

Description

Accountants (Professionals)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	0.00%	Internal Only - Promotional Title
2-Internal	100.00%	Employees with Civil Service permanency in the following titles: Accounting Assistant, Purchasing Aget Assistant or EOC Accounting Assistant; as of 6/1/2018.

Title(s)	Employees
Finance Accountant	1
Purchasing Agent	4

Group: Administration 3 (Professional)

Employees: 244

Description

Entry and Mid-Level Administrators (Professionals)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	70.00%	ACS 2013-2017 NY/NJ MSA workforce with Bachelor's Degree or Higher and in the following occupations: 0630 (Human Resources Workers), 0740 (Business Operations Specialists), 0820 (Budget Analysts), 2000 (Counselors), 2550 (Education/Training/Library Workers), 2825 (Public Relations Specialists), 5000 (Supervisors of Office and Admin Support Workers), and 5250 (Customer Service Representatives).
2-Internal	15.00%	Employees who hold BA degrees and are in the following job groups: CUNY Office Assistant, CUNY Administrative Assistant, Accountant Technician or Accountant Professional as of 6/1/2018.

Title(s)	Employees
Asst to HEO	75
EOC Assistant to HEO	10
EOC HE Assistant	4
HE Assistant	154
Research Asst	1

Category: Professional Non-Faculty

Group: IT Computer Professional

Employees: 32

Description

Information Technology Professionals

In 2017, split from IT Technicians and moved to Professionals' group

Labor Market Availability Factors

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

Title(s)	Employees
IT Associate	6
IT Asst	14
IT Bus Data Rep Analyst	7
IT Sr Associate	5

Group: Nurse

Employees: 1

Description

Nurses

Availability not calculated as no college has five or more incumbents.

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	As no unit within CUNY has a minimum of five employees, no availability was calculated.
2-Internal	0.00%	NA

Title(s)	Employees
Nurse	1

Category: Administrative Support Workers

Group: Accountant Assistant

Employees: 15

Description

Accounting Support Staff (Accounting and Purchasing Agent Assistants and Payroll Staff)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	70.00%	ACS 2013-2017 NY/NJ MSA workforce with High School Diploma or Higher in the following occupations: 5140 (Payroll and Timekeeping Clerks), 5150 (Procurement Clerks), or 5120 (Bookeeping, Accounting, and Auditing Clerks).
2-Internal	30.00%	Employees in titles CUNY Office Assistant or EOC Office Assistant, Civil Service permanency not required; as of 6/1/2018.

Title(s)	Employees
Asst Purchasing Agent	2
EOC Accounting Assistant	2
Finance Accountant Asst	11

Group: Administrative Assistant

Employees: 11

Description

Administrative Support Staff-Senior Level

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	0.00%	Internal Only - Promotional Title
2-Internal	100.00%	Population of employees on the active CUNY Administrative Assistant Civil Service list #2055 (413 CUNY employees). CUNY Office Assistant Levels 3 or 4 with Civil Service permanency were eligible to take this examination.

Title(s)	Employees
CUNY Admin Asst	11

Category: Administrative Support Workers

Group: Mail Services Worker

Employees: 5

Description

Mail Services Workers

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupation: 5850 (Mail Clerks/Mail Machine Operators, Except Postal Service).
2-Internal	0.00%	NA

Title(s)	Employees
EOC Mail Message Svcs Worker	1
Mail Message Svcs Worker	4

Group: Office Assistant

Employees: 89

Description

Administrative Support Staff-Entry Level

Labor Market Availability Factors

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

Title(s)	Employees
CUNY Office Assistant	80
EOC Office Assistant	9

Category: Technicians

Group: Administration 4 (College Lab Tech)

Employees: 35

Description

College Laboratory Technicians (abbreviated as "CLT")

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

Labor Market Availability Factors

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

Title(s)	Employees
College Lab Tech	17
EOC College Lab Tech	2
Sr College Lab Tech	16

Group: Broadcast/Media

Employees: 3

Description

Broadcast and Mass Media Technicians and Graphic Designers

In 2019, number of titles and scope were expanded

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher in the following occupations: 2900 (Broadcast and Sound Engineering Technicians and Radio Operators and Other Workers), 2920 (Television, Video, and Motion Picture Camera Operators and Editors), 2710 (Producers and Directors).
2-Internal	0.00%	NA

Title(s)	Employees
Asst Media Services Technician	2
Broadcast Assc	1

Category: Technicians

Group: Engineering Technician

Employees: 1

Description

Engineering and Architectural Technicians

As of 2019, availability not calculated as no college has reported this group in the previous five years.

Labor Market Availability Factors

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

Title(s)	Employees
Facilities Coord	1

Group: IT Support Technician

Employees: 4

Description

IT Technical Support Workers

In 2017, IT Technicians were split from the Professional IT Staff

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, High School Diploma or higher in the following occupation: 1050 (Computer Support Specialists).
2-Internal	0.00%	NA

Title(s)	Employees
IT Support Asst	4

Category: Technicians

Group: Print Shop

Employees: 8

Description

Print Shop and Related Tech Workers

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupations: 5900 (Office Machine Operators except Computers), 8250 (Pre-Press Technicians), 8255 (Printing Press Operators), and 8256 (Binding and Finishing Workers). Note: 2630 (Graphic Designers) was not included given small population at CUNY and very large population in the workforce.
2-Internal	0.00%	NA

Title(s)	Employees
Graphics Designer	2
Print Shop Assistant	4
Print Shop Associate	1
Print Shop Coordinator	1

Category: Craft Workers

Group: Basic Crafts-Buildings and Grounds

Employees: 3

Description

Buildings and Grounds Workers

In 2017, Maintenance Workers moved from Skilled Trades into this group. In 2019, Supervisor (Maintenance and Labor) moved from Skilled Trades into this group.

Labor Market Availability Factors

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

Title(s)	Employees
Maintenance Worker	3

Group: Laborers and Helpers

Employees: 10

Description

Entry-Level Craft Workers

In 2017, split from Skilled Trades

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	60.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupations: 6600 (Helpers-Electricians, Helpers-Pipelayers, etc.) and 9630 (Laborers and Freight, Stock and Material Movers).
2-Internal	40.00%	Employees in the Custodial Assistant and Maintenance Worker titles, Civil Service permanency not required, as of 6/1/2018.

Title(s)	Employees
Laborer	6
Stock Worker	3
Stock Worker Supervisor	1

Category: Craft Workers

Group: Skilled Trades

Employees: 47

Description

Skilled Tradespeople

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	75.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the following occupations: 6230 (Carpenters), 6250 (Cement Masons/Concrete Finishers), 6335 (Electricians), 6420 (Painters and Paper Hangers), 6440 (Pipelayers, Plumbers, Pipefitters, and Steamfitters), 6460 (Plasterers and Stucco Masons), 6515 (Roofers), 6700 (Elevator Installers and Repairers), 7300 (Control and Valve Installers and Repairers), 7350 (Machinery Maintenance Workers), 7540 (Locksmiths and Safe Repairers), 8030 (Machinists), and 8610 (Stationary Engineers and Boiler Operators).
2-Internal	25.00%	Employees in the title of Maintenance Worker or in any of the Helper titles in the Laborer-Helper job group, Civil Service permanency not required, as of 6/1/2018.

Title(s)	Employees
Carpenter	7
Electrician	7
Locksmith	2
Oiler	13
Painter	4
Plumber	3
Stationary Engineer	10
Thermostat Repairer	1

Group: Skilled Trades-Supervisor

Employees: 2

Description

Skilled Trades Supervisors

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	0.00%	Internal Only-Promotional Title
2-Internal	100.00%	Employees with Civil Service permanency in Skilled Trade job group titles corresponding to the supervisory titles as of 6/1/2018.

Title(s)	Employees
Stationary Engineer Sr	2

Category: Service Workers and Others

Group: Campus Peace Officer

Employees: 34

Description

Campus Security-Mid Level Staff

Prior to 2019, security staff titles were divided into CPO1 (CSA and CPO Level 1) and CPO2 (CPO Level 2)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	0.00%	2013-2017 ACS, New York State residents within the NY/NJ MSA workforce, with one year or more of College and in the occupation of 3850 (Police and Sheriffs Patrol Officers).
2-Internal	20.00%	Employees in the title of Campus Security Assistant, Civil Service permanency not required, as of 6/1/2018.

Title(s)	Employees
Campus Peace Officer	34

Group: Campus Public Safety Sergeant

Employees: 10

Description

Campus Security Supervisors and Campus Security Specialists

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	0.00%	For Campus Public Safety Sergeant, Internal only (promotional title). For Campus Security Specialist, candidates on a Civil Service list as of 6/1/2018; however not calculated as demographic data was not available and a small number were hired externally.
2-Internal	100.00%	For Campus Public Safety Sergeant, employees in the title of Campus Peace Officer with Civil Service permanency and two years of permanent service as of 6/1/2018.

Title(s)	Employees
Campus Pub Safety Sergeant	10

Category: Service Workers and Others

Group: Campus Security Assistant

Employees: 34

Description

Campus Security-Entry Level Staff

Prior to 2019, security staff titles were divided into CPO1 (CSA and CPO Level 1) and CPO2 (CPO Level 2)

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, New York State residents within the NY/NJ MSA workforce with High School Diploma or higher and one year of work experience (using proxy of minimum age of 18) and in the occupation of 3930 (Security Guards and Gaming Surveillance Officers).
2-Internal	0.00%	NA

Title(s)	Employees
Campus Security Asst	34

Group: Custodial

Employees: 55

Description

Custodians-Entry Level

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	100.00%	2013-2017 ACS, NY/NJ MSA workforce, no degree requirement, in the occupation 4220 (Janitors and Building Cleaners).
2-Internal	0.00%	NA

Title(s)	Employees
Custodial Assistant	55

Category: Service Workers and Others

Group: Custodial Supervisor

Employees: 16

Description

Custodial Supervisors

Labor Market Availability Factors

LMA Factor	Weight	Explanation
1-External	45.00%	2013-2017 ACS, NY/NJ MSA workforce, 8th Grade education or higher and in the occupation 4200 (First-Line Supervisors/Managers of Housekeeping and Janitorial Workers).
2-Internal	55.00%	Employees in the Custodial job group who are not temporary as of 6/1/2018.

Title(s)	Employees
Custodial Asst Principal Supv	2
Custodial Principal Supv	2
Custodial Sr Supervisor	2
Custodial Supervisor	10

Note: In the 2019-2020 Academic Year, CUNY added the titles listed below (not all are used at the College)

Job Code and Title Name		Job Group
200587	Univ Vice Chancellor Compliance and Audit	ADMIN1-EXEC
200588	Univ Associate Vice Chancellor Communications and Marketing	ADMIN1-EXEC
200589	Univ Exec Deputy Director Engineering	ADMIN1-EXEC
200590	Assistant Dean Continuing Education	ADMIN1-EXEC
200592	Univ Assistant Vice Chancellor	ADMIN1-EXEC
200594	Univ Exec Director Advancement	ADMIN1-EXEC
200595	University Executive Director Investigations	ADMIN1-EXEC
200597	Prof School Executive Director Info Technology (PAstAdm)	ADMIN1-EXEC
200598	Univ Sr Vice Chancellor Labor Relations	ADMIN1-EXEC
200599	Univ Sr Advisor to the Executive Vice Chancellor	ADMIN1-EXEC
200601	Prof School Assistant Dean of Academic Affairs	ADMIN1-EXEC
200603	Exec Director Master's Program in Public Adm (AstAdm)	ADMIN1-EXEC

APPENDIX D - ACADEMIC DEPARTMENTS BY DISCIPLINE/PROGRAM **2020 - 2021**

Borough of Manhattan CC

Appendix D lists faculty department assignments and disciplines to which they are assigned for utilization reporting. Department names and assignments are as recorded in the CUNYfirst system. Only those departments with assigned faculty are listed here. Disciplines listing fewer than five faculty in a job group are listed here but will not be included in the utilization analyses in Appendix E.

Labor Market Availability is normally obtained from the Earned Degrees Conferred data provided by the National Center for Education Statistics. Exceptions, including blended rates, are noted.

Total Faculty: 609

Discipline: Biological and Biomedical Sciences AND Physical Sciences

Faculty: 62

Department ID	Department Name	Faculty
10165	Science	62

Discipline: Business, Management, Marketing, Support Services

Faculty: 45

Department ID	Department Name	Faculty
10005	Accounting	20
10042	Business Administration	25

Discipline: Communications, Journalism, and Related Programs

Faculty: 15

Department ID	Department Name	Faculty
10416	Media Arts and Technology	15

Discipline: Communications, Journalism, etc. AND Visual and Performing Arts

Faculty: 37

Department ID	Department Name	Faculty
10289	Speech/Communication/Theatre A	37

Discipline: Computer and Information Sciences and Support Services

Faculty: 22

Department ID	Department Name	Faculty
10064	Computer Applications	22

Discipline: Education

Faculty: 13

Department ID	Department Name	Faculty
10293	Teacher Education	13

Discipline: Education - Developmental

Faculty: 87

Department ID	Department Name	Faculty
10260	Academic Literacy & Linguistic	46
75023	Counseling Academic	4
80130	CUNYstart Program	18
80334	Edu. Opportunity & Diversity P	9
65068	Language Immersion Program	10

Discipline: English Language and Literature/Letters

Faculty: 69

Department ID	Department Name	Faculty
10105	English Language/Literatures	69

Discipline: Family and Consumer Sciences/Human Sciences

Faculty: 12

Department ID	Department Name	Faculty
10134	Health Education	12

Discipline: Foreign Languages, Literatures, and Linguistics

Faculty: 30

Department ID	Department Name	Faculty
10204	Modern Languages & Literatures	30

Discipline: Health Professions and Related Programs

Faculty: 27

Department ID	Department Name	Faculty
10199	Medical Technology	6
10211	Nursing	21

Discipline: Library (Librarians/Non-Teaching)

Faculty: 13

Department ID	Department Name	Faculty
70054	Library	13

Discipline: Mathematics and Statistics

Faculty: 70

Department ID	Department Name	Faculty
10195	Mathematics	70

Discipline: Social Sciences

Faculty: 84

Department ID	Department Name	Faculty
10280	Social Science	84

Discipline: Visual and Performing Arts

Faculty: 23

Department ID	Department Name	Faculty
10022	Art & Music	23

APPENDIX D - COLLEGE LAB TECHNICIAN CATEGORIES **2020 - 2021**

Borough of Manhattan CC

Appendix D-1 lists categories assigned to College Laboratory Technicians (Administration 4 Group) based on the academic department to which they are assigned (either "Science Technology and Engineering" or "All Other").

Groups of less than five employees total are listed below but will not be included in the utilization analyses in Appendix E.

Full-Time Employee Count: 35

Discipline: **College Lab Tech-Blended Science Engineering Technical**

Employees: 18

Department ID	Department Name	Technicians
10064	Computer Applications	1
10195	Mathematics	5
10199	Medical Technology	1
10211	Nursing	1
10165	Science	10

Discipline: **College Lab Tech-Other**

Employees: 17

Department ID	Department Name	Technicians
10260	Academic Literacy & Linguistic	2
10022	Art & Music	1
75012	Athletics & Recreation	1
10042	Business Administration	3
80334	Edu. Opportunity & Diversity P	2
10204	Modern Languages & Literatures	7
10289	Speech/Communication/Theatre A	1

APPENDIX E-1 - ADMINISTRATOR / STAFF UTILIZATION BY JOB GROUP **2020 - 2021**

Borough of Manhattan CC

Appendix E-1 presents utilization and underutilization of protected groups by job group.

A group is reported only when five or more employees are assigned to it.

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

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

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

Category: Executive/Administrative/Managerial

Job Group: **Administration 1 (Executive)**

Description: Executive Compensation Plan (Other Than Chief Executive)

Full-time Employees: 19

Employees in this group hold the following titles:

Title ID	Title Name
04315	Administrator
04321	Assc Administrator
04320	Assc Dean
04723	Asst Administrator
04722	Asst Dean
04316	Asst Vice President
04314	Dean
04701	Sr Vice President
04702	Vice President

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	9	11	3	5	3
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	47.4%	57.9%	15.8%	26.3%	15.8%
Labor Market Avail. Percent	44.2%	27.7%	9.8%	8.8%	7.9%

Category: Executive/Administrative/Managerial

Job Group: **Administration 2 (Manager)**

Description: Manager-Level Administrators

Full-time Employees: 113

Employees in this group hold the following titles:

Title ID	Title Name
04073	EOC HE Associate
04074	EOC HE Officer
04075	HE Associate
04097	HE Officer

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	72	69	14	33	19
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	63.7%	61.1%	12.4%	29.2%	16.8%
Labor Market Avail. Percent	57.4%	48.1%	11.0%	19.6%	15.7%

Category: Executive/Administrative/Managerial

Job Group: **Facility Manager**

Description: Facility Superintendents (Managerial)

Full-time Employees: 5

Employees in this group hold the following titles:

Title ID	Title Name
04975	Admin Supt Builds Grds
04984	Chief Admin Supt - Competitive

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	1	3	0	1	2
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization Percent	20.0%	60.0%	0.0%	20.0%	40.0%
Labor Market Avail. Percent	21.3%	38.1%	13.9%	11.3%	11.3%

Category: Executive/Administrative/Managerial

Job Group: **Security Manager**

Description: Campus Security Managers (Managerial)

Full-time Employees: 6

Employees in this group hold the following titles:

Title ID	Title Name
04980	Campus Security Asst Dir
04979	Campus Security Dir

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	0	4	0	1	3
Underutilized (Y = Yes)	Y		Y	Y	
Number Underutilized	1		0	1	
Actual Utilization Percent	0.0%	66.7%	0.0%	16.7%	50.0%
Labor Market Avail. Percent	22.0%	59.7%	5.1%	30.4%	23.3%

Category: Professional Non-Faculty

Job Group: **Accountant**

Description: Accountants (Professionals)

Full-time Employees: 5

Employees in this group hold the following titles:

Title ID	Title Name
04801	Finance Accountant
12121	Purchasing Agent

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	4	5	1	3	1
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	80.0%	100.0%	20.0%	60.0%	20.0%
Labor Market Avail. Percent	83.6%	72.6%	20.5%	34.2%	17.8%

Category: Professional Non-Faculty

Job Group: **Administration 3 (Professional)**

Description: Entry and Mid-Level Administrators (Professionals)

Full-time Employees: 244

Employees in this group hold the following titles:

Title ID	Title Name
04017	Asst to HEO
04071	EOC Assistant to HEO
04072	EOC HE Assistant
04099	HE Assistant
04132	Research Asst

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	167	193	31	101	52
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	68.4%	79.1%	12.7%	41.4%	21.3%
Labor Market Avail. Percent	69.0%	43.4%	12.3%	16.7%	12.5%

Category: Professional Non-Faculty

Job Group: **IT Computer Professional**

Description: Information Technology Professionals

Full-time Employees: 32

Employees in this group hold the following titles:

Title ID	Title Name
04877	IT Associate
04875	IT Asst
04029	IT Bus Data Rep Analyst
04880	IT Sr Associate

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	6	29	9	6	13
Underutilized (Y = Yes)	Y				
Number Underutilized	8				
Actual Utilization Percent	18.8%	90.6%	28.1%	18.8%	40.6%
Labor Market Avail. Percent	42.3%	55.7%	28.0%	13.3%	12.7%

Category: Administrative Support Workers

Job Group: **Accountant Assistant**

Description: Accounting Support Staff (Accounting and Purchasing Agent Assistants and Payroll Staff)

Full-time Employees: 15

Employees in this group hold the following titles:

Title ID	Title Name
12120	Asst Purchasing Agent
04867	EOC Accounting Assistant
04800	Finance Accountant Asst

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	14	13	3	6	4
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	93.3%	86.7%	20.0%	40.0%	26.7%
Labor Market Avail. Percent	83.1%	49.2%	10.8%	19.3%	17.3%

Category: Administrative Support Workers

Job Group: **Administrative Assistant**

Description: Administrative Support Staff-Senior Level

Full-time Employees: 11

Employees in this group hold the following titles:

Title ID	Title Name
04804	CUNY Admin Asst

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	11	10	2	5	2
Underutilized (Y = Yes)					Y
Number Underutilized					1
Actual Utilization Percent	100.0%	90.9%	18.2%	45.5%	18.2%
Labor Market Avail. Percent	90.3%	68.0%	7.5%	36.3%	24.0%

Category: Administrative Support Workers

Job Group: **Office Assistant**

Description: Administrative Support Staff-Entry Level

Full-time Employees: 89

Employees in this group hold the following titles:

Title ID	Title Name
04802	CUNY Office Assistant
04870	EOC Office Assistant

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	79	82	8	35	34
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	88.8%	92.1%	9.0%	39.3%	38.2%
Labor Market Avail. Percent	87.9%	40.0%	7.8%	14.3%	16.2%

Category: Administrative Support Workers

Job Group: **Mail Services Worker**

Description: Mail Services Workers

Full-time Employees: 5

Employees in this group hold the following titles:

Title ID	Title Name
04878	EOC Mail Message Svcs Worker
04921	Mail Message Svcs Worker

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	0	5	1	1	3
Underutilized (Y = Yes)	Y			Y	
Number Underutilized	2			0	
Actual Utilization Percent	0.0%	100.0%	20.0%	20.0%	60.0%
Labor Market Avail. Percent	31.3%	61.3%	7.8%	27.5%	22.8%

Category: Craft Workers

Job Group: **Laborers and Helpers**

Description: Entry-Level Craft Workers

Full-time Employees: 10

Employees in this group hold the following titles:

Title ID	Title Name
90702	Laborer
12200	Stock Worker
12202	Stock Worker Supervisor

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	0	9	1	6	2
Underutilized (Y = Yes)	Y				Y
Number Underutilized	2				2
Actual Utilization Percent	0.0%	90.0%	10.0%	60.0%	20.0%
Labor Market Avail. Percent	20.9%	72.0%	6.2%	23.7%	39.3%

Category: Craft Workers

Job Group: **Skilled Trades**

Description: Skilled Tradespeople

Full-time Employees: 47

Employees in this group hold the following titles:

Title ID	Title Name
04899	Carpenter
91717	Electrician
04905	Locksmith
04891	Oiler
91830	Painter
91915	Plumber
04915	Stationary Engineer
91940	Thermostat Repairer

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	0	20	2	6	12
Underutilized (Y = Yes)	Y				
Number Underutilized	1				
Actual Utilization Percent	0.0%	42.6%	4.3%	12.8%	25.5%
Labor Market Avail. Percent	2.2%	45.1%	4.3%	13.1%	25.6%

Category: Technicians

Job Group: **Print Shop**

Description: Print Shop and Related Tech Workers

Full-time Employees: 8

Employees in this group hold the following titles:

Title ID	Title Name
04808	Graphics Designer
04805	Print Shop Assistant
04806	Print Shop Associate
04807	Print Shop Coordinator

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	3	7	2	1	4
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	37.5%	87.5%	25.0%	12.5%	50.0%
Labor Market Avail. Percent	24.5%	48.1%	8.4%	11.5%	27.1%

Category: Service Workers and Others

Job Group: **Campus Public Safety Sergeant**

Description: Campus Security Supervisors and Campus Security Specialists

Full-time Employees: 10

Employees in this group hold the following titles:

Title ID	Title Name
04846	Campus Pub Safety Sergeant

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	4	10	0	7	3
Underutilized (Y = Yes)			Y		
Number Underutilized			0		
Actual Utilization Percent	40.0%	100.0%	0.0%	70.0%	30.0%
Labor Market Avail. Percent	21.9%	88.1%	4.9%	53.8%	27.4%

Category: Service Workers and Others

Job Group: **Campus Peace Officer**

Description: Campus Security-Mid Level Staff

Full-time Employees: 34

Employees in this group hold the following titles:

Title ID	Title Name
04844	Campus Peace Officer

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	11	32	5	19	8
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	32.4%	94.1%	14.7%	55.9%	23.5%
Labor Market Avail. Percent	18.6%	53.8%	7.7%	24.1%	20.2%

Category: Service Workers and Others

Job Group: **Campus Security Assistant**

Description: Campus Security-Entry Level Staff

Full-time Employees: 34

Employees in this group hold the following titles:

Title ID	Title Name
04841	Campus Security Asst

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	13	32	4	24	4
Underutilized (Y = Yes)					Y
Number Underutilized					3
Actual Utilization Percent	38.2%	94.1%	11.8%	70.6%	11.8%
Labor Market Avail. Percent	19.8%	71.2%	6.9%	41.4%	20.4%

Category: Service Workers and Others

Job Group: **Custodial Supervisor**

Description: Custodial Supervisors

Full-time Employees: 16

Employees in this group hold the following titles:

Title ID	Title Name
80560	Custodial Asst Principal Supv
80561	Custodial Principal Supv
80535	Custodial Sr Supervisor
04862	Custodial Supervisor

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	5	15	0	10	5
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization Percent	31.3%	93.8%	0.0%	62.5%	31.3%
Labor Market Avail. Percent	32.7%	74.5%	5.3%	30.5%	38.0%

Category: Service Workers and Others

Job Group: **Custodial**

Description: Custodians-Entry Level

Full-time Employees: 55

Employees in this group hold the following titles:

Title ID	Title Name
04861	Custodial Assistant

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	21	53	1	22	30
Underutilized (Y = Yes)			Y		
Number Underutilized			2		
Actual Utilization Percent	38.2%	96.4%	1.8%	40.0%	54.5%
Labor Market Avail. Percent	26.9%	68.0%	5.1%	19.8%	41.5%

APPENDIX E-2 COLLEGE LAB TECHNICIAN UTILIZATION BY CATEGORY 2020 - 2021
Borough of Manhattan CC

Appendix E-2 presents utilization and underutlization for College Laboratory Technicians, by general discipline and by protected demographic group.

A group is reported only when five or more employees are assigned to it.

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

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

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

College Lab Tech - Science, Tech, Eng.

Full-Time Employees: 18

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

Department ID	Department Name
10064	Computer Applications
10195	Mathematics
10199	Medical Technology
10211	Nursing
10165	Science

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Oth Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Employees	7	14	5	6	3
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	38.9%	77.8%	27.8%	33.3%	16.7%
Labor Market Avail. Percent	27.8%	49.3%	22.4%	10.6%	14.2%

College Lab Tech - Other

Full-Time Employees: 17

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

Department ID	Department Name
10260	Academic Literacy & Linguistic
10022	Art & Music
75012	Athletics & Recreation
10042	Business Administration
80334	Edu. Opportunity & Diversity P
10204	Modern Languages & Literatures
10289	Speech/Communication/Theatre A

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Oth Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Employees	6	12	0	5	7
Underutilized (Y = Yes)			Y		
Number Underutilized			4		
Actual Utilization Percent	35.3%	70.6%	0.0%	29.4%	41.2%
Labor Market Avail. Percent	30.4%	50.7%	22.4%	10.3%	16.0%

APPENDIX E-3 - FACULTY UTILIZATION BY DISCIPLINE/PROGRAM **2020 - 2021**
Borough of Manhattan CC

Appendix E-3 presents utilization and underutilization, of faculty members in protected groups, by academic discipline within job group.

A group is reported only when five or more faculty are assigned to it.

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

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

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

Biological and Biomedical Sciences AND Physical Sciences

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

10165 Science

Job Group **Faculty-Professorial**

Total Faculty: 60

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	26	25	12	0	10
Underutilized (Y = Yes)				Y	
Number Underutilized				2	
Actual Utilization Percent	43.3%	41.7%	20.0%	0.0%	16.7%
Labor Market Avail. Percent	45.8%	23.2%	10.0%	4.0%	6.8%

APPENDIX E-3 - FACULTY UTILIZATION BY DISCIPLINE/PROGRAM **2020 - 2021**
Borough of Manhattan CC

Business, Management, Marketing, Support Services

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

10005	Accounting
10042	Business Administration

Job Group **Faculty-Professorial**

Total Faculty: 37

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	13	22	9	8	5
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	35.1%	59.5%	24.3%	21.6%	13.5%
Labor Market Avail. Percent	42.9%	37.2%	7.0%	21.6%	6.5%

Job Group **Faculty-Lecturer**

Total Faculty: 6

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	3	5	0	4	1
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization Percent	50.0%	83.3%	0.0%	66.7%	16.7%
Labor Market Avail. Percent	46.7%	39.2%	13.0%	11.1%	13.0%

Communications, Journalism, and Related Programs

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

10416 Media Arts and Technology

Job Group **Faculty-Professorial**

Total Faculty: 15

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	6	4	0	3	1
Underutilized (Y = Yes)	Y		Y		
Number Underutilized	3		1		
Actual Utilization Percent	40.0%	26.7%	0.0%	20.0%	6.7%
Labor Market Avail. Percent	57.5%	18.7%	4.8%	5.2%	6.8%

Communications, Journalism, etc. AND Visual and Performing Arts

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

10289 Speech/Communication/Theatre A

Job Group **Faculty-Professorial**

Total Faculty: 24

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	13	6	2	3	1
Underutilized (Y = Yes)					Y
Number Underutilized					0
Actual Utilization Percent	54.2%	25.0%	8.3%	12.5%	4.2%
Labor Market Avail. Percent	52.4%	19.4%	7.2%	4.3%	5.3%

Job Group **Faculty-Lecturer**

Total Faculty: 11

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	5	6	0	6	0
Underutilized (Y = Yes)	Y		Y		Y
Number Underutilized	2		1		2
Actual Utilization Percent	45.5%	54.5%	0.0%	54.5%	0.0%
Labor Market Avail. Percent	63.2%	33.5%	7.0%	9.2%	14.0%

Computer and Information Sciences and Support Services

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

10064 Computer Applications

Job Group **Faculty-Professorial**

Total Faculty: 17

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	5	11	9	1	1
Underutilized (Y = Yes)				Y	
Number Underutilized				1	
Actual Utilization Percent	29.4%	64.7%	52.9%	5.9%	5.9%
Labor Market Avail. Percent	20.8%	27.0%	10.9%	9.3%	4.5%

Education

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

10293 Teacher Education

Job Group **Faculty-Professorial**

Total Faculty: 11

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	9	6	1	2	3
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	81.8%	54.5%	9.1%	18.2%	27.3%
Labor Market Avail. Percent	69.1%	33.2%	3.8%	18.8%	8.6%

Education - Developmental

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

10260	Academic Literacy & Linguistic
75023	Counseling Academic
80130	CUNYstart Program
80334	Edu. Opportunity & Diversity P
65068	Language Immersion Program

Job Group **Faculty-Professorial**

Total Faculty: 37

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	20	11	4	5	1
Underutilized (Y = Yes)	Y			Y	Y
Number Underutilized	7			2	2
Actual Utilization Percent	54.1%	29.7%	10.8%	13.5%	2.7%
Labor Market Avail. Percent	72.1%	32.1%	2.6%	17.8%	8.5%

Job Group **Faculty-Lecturer**

Total Faculty: 12

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	6	2	0	1	1
Underutilized (Y = Yes)	Y	Y	Y		
Number Underutilized	2	2	1		
Actual Utilization Percent	50.0%	16.7%	0.0%	8.3%	8.3%
Labor Market Avail. Percent	64.5%	30.7%	10.7%	9.2%	8.9%

Job Group **Faculty-Developmental**

Total Faculty: 37

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	23	19	2	11	6
Underutilized (Y = Yes)			Y		
Number Underutilized			2		
Actual Utilization Percent	62.2%	51.4%	5.4%	29.7%	16.2%
Labor Market Avail. Percent	64.5%	30.7%	10.7%	9.2%	8.9%

English Language and Literature/Letters

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

10105 English Language/Literatures

Job Group **Faculty-Professorial**

Total Faculty: 55

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	36	16	3	5	5
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	65.5%	29.1%	5.5%	9.1%	9.1%
Labor Market Avail. Percent	63.4%	14.6%	3.6%	4.2%	4.8%

Job Group **Faculty-Lecturer**

Total Faculty: 13

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	10	5	2	2	1
Underutilized (Y = Yes)					Y
Number Underutilized					1
Actual Utilization Percent	76.9%	38.5%	15.4%	15.4%	7.7%
Labor Market Avail. Percent	71.6%	33.6%	6.4%	9.7%	14.2%

Family and Consumer Sciences/Human Sciences

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

10134 Health Education

Job Group **Faculty-Professorial**

Total Faculty: 9

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	7	5	0	4	1
Underutilized (Y = Yes)			Y		
Number Underutilized			1		
Actual Utilization Percent	77.8%	55.6%	0.0%	44.4%	11.1%
Labor Market Avail. Percent	75.8%	31.3%	6.0%	15.2%	7.3%

Foreign Languages, Literatures, and Linguistics

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

10204 Modern Languages & Literatures

Job Group **Faculty-Professorial**

Total Faculty: 27

Utilization Report	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	20	16	2	0	14
Underutilized (Y = Yes)				Y	
Number Underutilized				0	
Actual Utilization Percent	74.1%	59.3%	7.4%	0.0%	51.9%
Labor Market Avail. Percent	59.2%	21.2%	3.9%	1.5%	13.4%

Health Professions and Related Programs

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

10199	Medical Technology
10211	Nursing

Job Group **Faculty-Professorial**

Total Faculty: 27

Utilization Report

	Female	Total Minority	Asian/Nat. Haw./Other Pac. Isl.	Black/African Am.	Hispanic/ Latino
Number of Faculty	22	15	3	10	2
Underutilized (Y = Yes)			Y		
Number Underutilized			2		
Actual Utilization Percent	81.5%	55.6%	11.1%	37.0%	7.4%
Labor Market Avail. Percent	58.8%	32.0%	17.1%	6.2%	6.1%

Library (Librarians/Non-Teaching)

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

70054 Library

Job Group **Faculty-Librarian**

Total Faculty: 13

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	10	5	2	3	0
Underutilized (Y = Yes)					Y
Number Underutilized					0
Actual Utilization Percent	76.9%	38.5%	15.4%	23.1%	0.0%
Labor Market Avail. Percent	82.8%	13.6%	4.0%	4.4%	3.8%

Mathematics and Statistics

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

10195 Mathematics

Job Group **Faculty-Professorial**

Total Faculty: 45

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	15	20	7	9	4
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	33.3%	44.4%	15.6%	20.0%	8.9%
Labor Market Avail. Percent	25.9%	24.2%	10.3%	3.7%	6.3%

Job Group **Faculty-Lecturer**

Total Faculty: 19

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	5	14	4	9	1
Underutilized (Y = Yes)	Y				Y
Number Underutilized	3				1
Actual Utilization Percent	26.3%	73.7%	21.1%	47.4%	5.3%
Labor Market Avail. Percent	41.1%	37.2%	17.3%	6.3%	10.8%

Job Group **Faculty-Instructor**

Total Faculty: 6

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	2	5	3	2	0
Underutilized (Y = Yes)					Y
Number Underutilized					0
Actual Utilization Percent	33.3%	83.3%	50.0%	33.3%	0.0%
Labor Market Avail. Percent	37.4%	27.6%	13.4%	4.6%	7.2%

Social Sciences

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

10280 Social Science

Job Group **Faculty-Professorial**

Total Faculty: 78

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	49	45	13	13	17
Underutilized (Y = Yes)					
Number Underutilized					
Actual Utilization Percent	62.8%	57.7%	16.7%	16.7%	21.8%
Labor Market Avail. Percent	46.9%	20.7%	5.7%	5.5%	7.5%

Job Group **Faculty-Lecturer**

Total Faculty: 5

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	1	3	0	2	1
Underutilized (Y = Yes)	Y		Y		
Number Underutilized	2		1		
Actual Utilization Percent	20.0%	60.0%	0.0%	40.0%	20.0%
Labor Market Avail. Percent	55.4%	43.1%	10.4%	12.7%	16.6%

Visual and Performing Arts

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

10022 Art & Music

Job Group **Faculty-Professorial**

Total Faculty: 22

	Utilization Report				
	Female	**Total Minority**	**Asian/Nat. Haw./Other Pac. Isl.**	**Black/African Am.**	**Hispanic/ Latino**
Number of Faculty	13	5	4	0	1
Underutilized (Y = Yes)				Y	
Number Underutilized				1	
Actual Utilization Percent	59.1%	22.7%	18.2%	0.0%	4.5%
Labor Market Avail. Percent	50.7%	19.6%	8.0%	4.0%	4.9%

APPENDIX F-1 - SUMMARY OF PERSONNEL ACTIVITY **2020 - 2021**

Borough of Manhattan CC

Appendix F provides tables with detail on personnel activities and faculty tenure actions by ethnicity and gender. This first section (F-1) provides detail on personnel activity in the categories noted below, evaluated by job group and by EEO Category.

Detail on selected categories/groups with material levels of activity are published here.

Personnel Action Categories

Action Type	Description
Advancement	Moved to a job title that represents career advancement, whether or not on a published career path. Can be evaluated by sub-categories (Moved to a Higher Title within Group and Moved to a Higher Job Group).
Joined Group - Hire	Employed at the college for the first time, or re-hired after a break in service; includes employees who previously worked at another CUNY College and those appointed through Civil Service Transfer Rosters.
Joined Group - Internal Move	Joined group from another job group. Can be evaluated by sub-categories (Joined from a Higher Job Group, Joined from a Lower Job Group (Advancement), Other Change of Group, or Return to Faculty from Other Title).
Left Group - Internal Move	Left group to move to another job group. Can be evaluated by sub-categories (Move to a Higher Job Group (Advancement), Move to a Lower Job Group, Other Change of Group, or Return to Faculty from Other Title).
Left Group - Separation	Left employment at the college. Includes leaving CUNY entirely (for both voluntary and involuntary reasons) or leaving to take a job at another college, including through Civil Service Transfer Rosters.

Job Group Summary

Accountant Assistant

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	-	2		2	-	(2)		(2)	-	-	-
Male	(1)	-	0%	-	-	(1)	50%	(1)	-	-	-
Female	1	2	100%	2	-	(1)	50%	(1)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	2	100%	2	-	(2)	100%	(2)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	(1)	-	0%	-	-	(1)	50%	(1)	-	-	-
Hispanic	1	2	100%	2	-	(1)	50%	(1)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Administration 1 (Chief Executive)

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(1)	-		-	-	(1)		(1)	-	-	-
Male	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Administration 1 (Executive)

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(1)	2		1	1	(3)		(3)	-	-	-
Male	(2)	-	0%	-	-	(2)	67%	(2)	-	-	-
Female	1	2	100%	1	1	(1)	33%	(1)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	2	100%	1	1	(2)	67%	(2)	-	-	-
Asian	1	1	50%	-	1	-	0%	-	-	-	-
Black	1	1	50%	1	-	-	0%	-	-	-	-
Hispanic	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Other Minority	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
All White	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Administration 2 (Managers)

	Net Group Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
		Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(1)	9		7	2	(10)		(9)	(1)	7	-
Male	(2)	3	33%	2	1	(5)	50%	(5)	-	1	-
Female	1	6	67%	5	1	(5)	50%	(4)	(1)	6	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	1	6	67%	4	2	(5)	50%	(4)	(1)	6	-
Asian	-	1	11%	1	-	(1)	10%	-	(1)	1	-
Black	-	2	22%	1	1	(2)	20%	(2)	-	3	-
Hispanic	-	2	22%	1	1	(2)	20%	(2)	-	2	-
Other Minority	1	1	11%	1	-	-	0%	-	-	-	-
All White	(2)	3	33%	3	-	(5)	50%	(5)	-	1	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	(1)	-	0%	-	-	(1)	10%	(1)	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Administration 4 (College Lab Tech)

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(2)	-		-	-	(2)		(2)	-	-	-
Male	(2)	-	0%	-	-	(2)	100%	(2)	-	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(2)	-	0%	-	-	(2)	100%	(2)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	(2)	-	0%	-	-	(2)	100%	(2)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Basic Crafts-Buildings and Grounds

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(1)	-		-	-	(1)		-	(1)	-	-
Male	(1)	-	0%	-	-	(1)	100%	-	(1)	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	-	0%	-	-	-	0%	-	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	(1)	-	0%	-	-	(1)	100%	-	(1)	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Campus Peace Officer-Sergeant

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	-	1		1	-	(1)		(1)	-	-	-
Male	1	1	100%	1	-	-	0%	-	-	-	-
Female	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	1	100%	1	-	(1)	100%	(1)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	-	1	100%	1	-	(1)	100%	(1)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Campus Peace Officer

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	5	11		9	2	(6)		(6)	-	-	-
Male	3	7	64%	5	2	(4)	67%	(4)	-	-	-
Female	2	4	36%	4	-	(2)	33%	(2)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	7	11	100%	9	2	(4)	67%	(4)	-	-	-
Asian	3	4	36%	3	1	(1)	17%	(1)	-	-	-
Black	3	4	36%	3	1	(1)	17%	(1)	-	-	-
Hispanic	1	3	27%	3	-	(2)	33%	(2)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	(2)	-	0%	-	-	(2)	33%	(2)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	1	1	9%	1	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Campus Security Assistant

	Net Group Changes	NET ADDITIONS: Addition #	NET ADDITIONS: Additions %	Additions by Type: Hire (Outside CUNY and Other CUNY College)	Additions by Type: Joined Group from another Job Group	NET SUBTRACTIONS: Sub. #	NET SUBTRACTIONS: Sub %	Subtractions by Type: Separation (Left College or Left CUNY)	Subtractions by Type: Left for another Job Group	CHANGES WITHIN JOB GROUP (not counted in totals): Advance-ments	CHANGES WITHIN JOB GROUP (not counted in totals): Other Changes
Total	(3)	4		4	-	(7)		(5)	(2)	-	-
Male	(4)	1	25%	1	-	(5)	71%	(3)	(2)	-	-
Female	1	3	75%	3	-	(2)	29%	(2)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(2)	3	75%	3	-	(5)	71%	(3)	(2)	-	-
Asian	(1)	-	0%	-	-	(1)	14%	-	(1)	-	-
Black	(2)	2	50%	2	-	(4)	57%	(3)	(1)	-	-
Hispanic	1	1	25%	1	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	1	25%	1	-	(1)	14%	(1)	-	-	-
Unknown	(1)	-	0%	-	-	(1)	14%	(1)	-	-	-
Veterans	(1)	-	0%	-	-	(1)	14%	(1)	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

CUNY Office Assistant

	Net Group Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
		Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(3)	11		11	-	(14)		(12)	(2)	-	-
Male	(2)	2	18%	2	-	(4)	29%	(4)	-	-	-
Female	(1)	9	82%	9	-	(10)	71%	(8)	(2)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(1)	10	91%	10	-	(11)	79%	(9)	(2)	-	-
Asian	1	2	18%	2	-	(1)	7%	(1)	-	-	-
Black	(4)	2	18%	2	-	(6)	43%	(4)	(2)	-	-
Hispanic	2	6	55%	6	-	(4)	29%	(4)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	(2)	1	9%	1	-	(3)	21%	(3)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	1	1	9%	1	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Custodial Supervisor

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	2	3		-	3	(1)		(1)	-	-	-
Male	-	1	33%	-	1	(1)	100%	(1)	-	-	-
Female	2	2	67%	-	2	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	2	3	100%	-	3	(1)	100%	(1)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	1	33%	-	1	(1)	100%	(1)	-	-	-
Hispanic	2	2	67%	-	2	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Custodial

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(6)	-		-	-	(6)		(3)	(3)	-	-
Male	(4)	-	0%	-	-	(4)	67%	(3)	(1)	-	-
Female	(2)	-	0%	-	-	(2)	33%	-	(2)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(6)	-	0%	-	-	(6)	100%	(3)	(3)	-	-
Asian	(1)	-	0%	-	-	(1)	17%	(1)	-	-	-
Black	(2)	-	0%	-	-	(2)	33%	(1)	(1)	-	-
Hispanic	(3)	-	0%	-	-	(3)	50%	(1)	(2)	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Faculty-Developmental

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	2	5		5	-	(3)		(3)	-	-	-
Male	1	1	20%	1	-	-	0%	-	-	-	-
Female	1	4	80%	4	-	(3)	100%	(3)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	1	3	60%	3	-	(2)	67%	(2)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	2	3	60%	3	-	(1)	33%	(1)	-	-	-
Hispanic	(1)	-	0%	-	-	(1)	33%	(1)	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	1	2	40%	2	-	(1)	33%	(1)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Faculty-Instructor

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(5)	7		7	-	(12)		(6)	(6)	-	-
Male	(4)	3	43%	3	-	(7)	58%	(2)	(5)	-	-
Female	(1)	4	57%	4	-	(5)	42%	(4)	(1)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	2	7	100%	7	-	(5)	42%	(2)	(3)	-	-
Asian	3	3	43%	3	-	-	0%	-	-	-	-
Black	2	3	43%	3	-	(1)	8%	-	(1)	-	-
Hispanic	(1)	1	14%	1	-	(2)	17%	(1)	(1)	-	-
Other Minority	(2)	-	0%	-	-	(2)	17%	(1)	(1)	-	-
All White	(7)	-	0%	-	-	(7)	58%	(4)	(3)	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	1	1	14%	1	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Faculty-Lecturer

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	2	5		4	1	(3)		(2)	(1)	-	-
Male	3	4	80%	3	1	(1)	33%	(1)	-	-	-
Female	(1)	1	20%	1	-	(2)	67%	(1)	(1)	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	1	1	20%	1	-	-	0%	-	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	1	1	20%	1	-	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	1	4	80%	3	1	(3)	100%	(2)	(1)	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Faculty-Professorial

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	10	22		16	6	(12)		(12)	-	37	-
Male	5	10	45%	6	4	(5)	42%	(5)	-	15	-
Female	5	12	55%	10	2	(7)	58%	(7)	-	22	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	4	11	50%	8	3	(7)	58%	(7)	-	16	-
Asian	2	3	14%	3	-	(1)	8%	(1)	-	8	-
Black	(2)	3	14%	2	1	(5)	42%	(5)	-	4	-
Hispanic	3	4	18%	3	1	(1)	8%	(1)	-	4	-
Other Minority	1	1	5%	-	1	-	0%	-	-	-	-
All White	6	11	50%	8	3	(5)	42%	(5)	-	21	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

IT Computer Professional

		NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
	Net Group Changes	Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	-	5		4	1	(5)		(4)	(1)	1	-
Male	(3)	1	20%	1	-	(4)	80%	(3)	(1)	1	-
Female	3	4	80%	3	1	(1)	20%	(1)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	1	5	100%	4	1	(4)	80%	(3)	(1)	1	-
Asian	-	-	0%	-	-	-	0%	-	-	1	-
Black	-	1	20%	-	1	(1)	20%	(1)	-	-	-
Hispanic	1	4	80%	4	-	(3)	60%	(2)	(1)	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	(1)	-	0%	-	-	(1)	20%	(1)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	(1)	-	0%	-	-	(1)	20%	-	(1)	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Laborers and Helpers

	Net Group Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
		Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	1	1		-	1	-		-	-	-	-
Male	1	1	100%	-	1	-	0%	-	-	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	-	-	0%	-	-	-	0%	-	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	-	-	0%	-	-	-	0%	-	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	1	1	100%	-	1	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Print Shop

	Net Group Changes	NET ADDITIONS: Addition #	NET ADDITIONS: Additions %	Additions by Type: Hire (Outside CUNY and Other CUNY College)	Additions by Type: Joined Group from another Job Group	NET SUBTRACTIONS: Sub. #	NET SUBTRACTIONS: Sub %	Subtractions by Type: Separation (Left College or Left CUNY)	Subtractions by Type: Left for another Job Group	CHANGES WITHIN JOB GROUP (not counted in totals): Advance-ments	CHANGES WITHIN JOB GROUP (not counted in totals): Other Changes
Total	(1)	-		-	-	(1)		(1)	-	-	-
Male	-	-	0%	-	-	-	0%	-	-	-	-
Female	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	(1)	-	0%	-	-	(1)	100%	(1)	-	-	-
Hispanic	-	-	0%	-	-	-	0%	-	-	-	-
Other Minority	-	-	0%	-	-	-	0%	-	-	-	-
All White	-	-	0%	-	-	-	0%	-	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

Job Group Summary

Skilled Trades

	Net Group Changes	NET ADDITIONS		Additions by Type		NET SUBTRACTIONS		Subtractions by Type		CHANGES WITHIN JOB GROUP (not counted in totals)	
		Addition #	Additions %	Hire (Outside CUNY and Other CUNY College)	Joined Group from another Job Group	Sub. #	Sub %	Separation (Left College or Left CUNY)	Left for another Job Group	Advance-ments	Other Changes
Total	(2)	4		4	-	(6)		(6)	-	-	-
Male	(2)	4	100%	4	-	(6)	100%	(6)	-	-	-
Female	-	-	0%	-	-	-	0%	-	-	-	-
Other/Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Total Min	2	3	75%	3	-	(1)	17%	(1)	-	-	-
Asian	-	-	0%	-	-	-	0%	-	-	-	-
Black	1	1	25%	1	-	-	0%	-	-	-	-
Hispanic	2	2	50%	2	-	-	0%	-	-	-	-
Other Minority	(1)	-	0%	-	-	(1)	17%	(1)	-	-	-
All White	(4)	1	25%	1	-	(5)	83%	(5)	-	-	-
Unknown	-	-	0%	-	-	-	0%	-	-	-	-
Veterans	-	-	0%	-	-	-	0%	-	-	-	-
Individuals w/Disabilities	-	-	0%	-	-	-	0%	-	-	-	-

This chart summarizes moves of employees into and out of a single job group. Any job group could have a net loss or net gain, so additions do not necessarily equal subtractions.

APPENDIX F-2 - TENURE ACTIONS BY DEPT / JOB GROUP / TITLE (FACULTY / CLT) 2020 - 2021

Borough of Manhattan CC

Appendix F-2 presents a summary of tenure actions. Tenure is a permanent status awarded on the basis of years of service and/or academic or research achievement.

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

Tenure is effective on September 1 of each academic year. Individuals listed here were awarded tenure effective September 1, 2019 (during this past plan year).

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

APPENDIX F-2 - TENURE ACTIONS BY DEPT / JOB GROUP / TITLE (FACULTY / CLT) **2020 - 2021**

Borough of Manhattan CC

Academic Literacy & Linguistic				
Assc Professor	Gained Tenure	Tenured	Female	Asian/Nat.Haw./Other Pac. Isl.
Assc Professor	Gained Tenure	Tenured	Female	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Male	White
Accounting				
Assc Professor	Gained Tenure	Tenured	Male	Black/African Am.
Professor	Gained Tenure	Tenured	Male	White
Art & Music				
Assc Professor	Gained Tenure	Tenured	Male	White
Assc Professor	Gained Tenure	Tenured	Male	White
Assc Professor	Gained Tenure	Tenured	Male	White
English Language/Literatures				
Assc Professor	Gained Tenure	Tenured	Female	White
Assc Professor	Gained Tenure	Tenured	Male	White
Assc Professor	Gained Tenure	Tenured	Female	Asian/Nat.Haw./Other Pac. Isl.
Assc Professor	Gained Tenure	Tenured	Male	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	Asian/Nat.Haw./Other Pac. Isl.
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	Black/African Am.
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Male	White
Health Education				
Assc Professor	Gained Tenure	Tenured	Female	Black/African Am.
Assc Professor	Gained Tenure	Tenured	Female	White
Assc Professor	Gained Tenure	Tenured	Female	Black/African Am.
Library				
Assc Professor	Gained Tenure	Tenured	Female	White
Mathematics				
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Male	Asian/Nat.Haw./Other Pac. Isl.
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Male	Black/African Am.
Lecturer Doct Sch	Gained Tenure	CCE Certificate Continuous Emp	Male	White
Professor	Gained Tenure	Tenured	Female	Black/African Am.
Professor	Gained Tenure	Tenured	Male	Asian/Nat.Haw./Other Pac. Isl.
Professor	Gained Tenure	Tenured	Female	Asian/Nat.Haw./Other Pac. Isl.
Professor	Gained Tenure	Tenured	Male	White
Modern Languages & Literatures				
Assc Professor	Gained Tenure	Tenured	Female	White
College Lab Tech	Gained Tenure	Tenured	Female	Hispanic/Latino
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	Hispanic/Latino
Professor	Gained Tenure	Tenured	Female	Hispanic/Latino
Science				

APPENDIX F-2 - TENURE ACTIONS BY DEPT / JOB GROUP / TITLE (FACULTY / CLT) **2020 - 2021**

Borough of Manhattan CC

Science				
Assc Professor	Gained Tenure	Tenured	Male	White
Asst Professor	Gained Tenure	Tenured	Male	White
College Lab Tech	Gained Tenure	Tenured	Male	Hispanic/Latino
Professor	Gained Tenure	Tenured	Male	Hispanic/Latino
Professor	Gained Tenure	Tenured	Male	White
Social Science				
Assc Professor	Gained Tenure	Tenured	Female	White
Assc Professor	Gained Tenure	Tenured	Female	Black/African Am.
Assc Professor	Gained Tenure	Tenured	Male	White
Assc Professor	Gained Tenure	Tenured	Male	White
Assc Professor	Gained Tenure	Tenured	Female	White
Assc Professor	Gained Tenure	Tenured	Female	White
Assc Professor	Gained Tenure	Tenured	Female	Hispanic/Latino
Asst Professor	Gained Tenure	Tenured	Female	Black/African Am.
Lecturer	Hired with Tenure	CCE Certificate Continuous Emp	Male	White
Speech/Communication/Theatre A				
Assc Professor	Gained Tenure	Tenured	Female	Hispanic/Latino
Assc Professor	Gained Tenure	Tenured	Male	Black/African Am.
Assc Professor	Gained Tenure	Tenured	Female	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Female	White
Lecturer	Gained Tenure	CCE Certificate Continuous Emp	Male	White

Summary for the College

Total Staff:		Ttl Minority	Asian	Black/AfAm	Hispanic/Latino	White	Oth/Unk
27	**Female**	15	4	6	5	12	0
24	**Male**	7	2	3	2	17	0
0	**Oth/Unk**	0	0	0	0	0	0
51	**Total**	22	6	9	7	29	0

APPENDIX G - SUMMARY OF RECRUITING ACTIVITIES **2020 - 2021**
Borough of Manhattan CC

This appendix provides detail on searches performed by job group, ethnicity, and gender. Detail is provided on applicants, interviews, and offers. The scope of this report includes searches which officially concluded by a job offer during the previous plan year (June 1, 2019 through May 31, 2020).

Job Group Summary

Accountant Assistant

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	76	76		11		2		2	
Male	31	31	41%	1	9%	-	0%	-	0%
Female	35	35	46%	9	82%	2	100%	2	100%
Other	10	10	13%	1	9%	-	0%	-	0%
Total Min	59	59	78%	8	73%	2	100%	2	100%
Asian	19	19	25%	-	0%	-	0%	-	0%
Black	24	24	32%	5	45%	-	0%	-	0%
Hispanic/Latino	15	15	20%	3	27%	2	100%	2	100%
Other inc 2 or more	1	1	1%	-	0%	-	0%	-	0%
All White	16	16	*52%*	2	*200%*	-	*0%*	-	*0%*
								-	
Unknown	1	1	1%	1	9%	-	0%	-	0%

Veterans	-	-	0%	-	0%	-	0%	-	0%
Indiv. w Disabilities	1	1	6%	-	0%	-	0%	-	0%

Job Group Summary

Administration 1 (Executive)

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	80	77		10		1		1	
Male	25	24	31%	3	30%	-	0%	-	0%
Female	44	43	56%	7	70%	1	100%	1	100%
Other	11	10	13%	-	0%	-	0%	-	0%
Total Min	31	29	38%	3	30%	-	0%	-	0%
Asian	5	4	5%	-	0%	-	0%	-	0%
Black	16	15	19%	3	30%	-	0%	-	0%
Hispanic/Latino	9	9	12%	-	0%	-	0%	-	0%
Other inc 2 or more	1	1	1%	-	0%	-	0%	-	0%
All White	44	43	*179%*	6	*200%*	-	*0%*	-	*0%*
								-	
Unknown	5	5	6%	1	10%	1	100%	1	100%

Veterans	3	3	100%	-	0%	-	0%	-	0%
Indiv. w Disabilities	6	6	15%	1	17%	1	0%	1	0%

Job Group Summary

Administration 2 (Managers)

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	1,350	1,345		100		8		8	
Male	402	400	30%	25	25%	1	13%	1	13%
Female	829	826	61%	65	65%	7	88%	7	88%
Other	111	111	8%	7	7%	-	0%	-	0%
Total Min	930	928	69%	66	66%	6	75%	6	75%
Asian	116	116	9%	4	4%	1	13%	1	13%
Black	452	451	34%	36	36%	3	38%	3	38%
Hispanic/Latino	323	322	24%	21	21%	1	13%	1	13%
Other inc 2 or more	39	39	3%	5	5%	1	13%	1	13%
All White	345	342	*86%*	27	*108%*	2	*200%*	2	*200%*
								-	
Unknown	75	75	6%	7	7%	-	0%	-	0%

Veterans	14	14	25%	-	0%	-	0%	-	0%
Indiv. w Disabilities	56	56	20%	6	29%	1	50%	1	50%

Job Group Summary

Administration 3 (Professional)

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	3,650	3,628		256		25		25	
Male	1,036	1,028	28%	83	32%	7	28%	7	28%
Female	2,272	2,261	62%	158	62%	18	72%	18	72%
Other	330	327	9%	14	5%	-	0%	-	0%
Total Min	2,666	2,650	73%	187	73%	21	84%	21	84%
Asian	447	442	12%	27	11%	1	4%	1	4%
Black	1,108	1,101	30%	85	33%	8	32%	8	32%
Hispanic/Latino	980	976	27%	69	27%	9	36%	9	36%
Other inc 2 or more	131	131	4%	6	2%	3	12%	3	12%
All White	809	804	*78%*	56	*67%*	4	*57%*	4	*57%*
								-	
Unknown	175	174	5%	13	5%	-	0%	-	0%

Veterans	40	40	38%	-	0%	-	0%	-	0%
Indiv. w Disabilities	163	162	23%	9	19%	2	67%	2	67%

Job Group Summary

Administration 4 (College Lab Tech)

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	117	117		4		1		1	
Male	55	55	47%	3	75%	1	100%	1	100%
Female	43	43	37%	1	25%	-	0%	-	0%
Other	19	19	16%	-	0%	-	0%	-	0%
Total Min	89	89	76%	4	100%	1	100%	1	100%
Asian	24	24	21%	-	0%	-	0%	-	0%
Black	24	24	21%	1	25%	-	0%	-	0%
Hispanic/Latino	39	39	33%	3	75%	1	100%	1	100%
Other inc 2 or more	2	2	2%	-	0%	-	0%	-	0%
All White	22	22	*40%*	-	*0%*	-	*0%*	-	*0%*
								-	
Unknown	6	6	5%	-	0%	-	0%	-	0%

Veterans	-	-	0%	-	0%	-	0%	-	0%
Indiv. w Disabilities	3	3	17%	-	0%	-	0%	-	0%

Job Group Summary

Campus Peace Officer-Sergeant

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	54	54		7		2		2	
Male	33	33	61%	5	71%	1	50%	1	50%
Female	11	11	20%	-	0%	-	0%	-	0%
Other	9	9	17%	1	14%	1	50%	1	50%
Total Min	46	46	85%	5	71%	2	100%	2	100%
Asian	5	5	9%	1	14%	-	0%	-	0%
Black	26	26	48%	3	43%	2	100%	2	100%
Hispanic/Latino	15	15	28%	1	14%	-	0%	-	0%
Other inc 2 or more	-	-	0%	-	0%	-	0%	-	0%
All White	5	5	*15%*	1	*20%*	-	*0%*	-	*0%*
								-	
Unknown	3	3	6%	1	14%	-	0%	-	0%

Veterans	4	4	400%	-	0%	-	0%	-	0%
Indiv. w Disabilities	-	-	0%	-	0%	-	0%	-	0%

Job Group Summary

CUNY Office Assistant

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	281	270		11		1		1	
Male	57	56	21%	1	9%	-	0%	-	0%
Female	174	165	61%	9	82%	1	100%	1	100%
Other	48	47	17%	1	9%	-	0%	-	0%
Total Min	218	210	78%	9	82%	1	100%	1	100%
Asian	32	31	11%	1	9%	-	0%	-	0%
Black	105	102	38%	6	55%	1	100%	1	100%
Hispanic/Latino	71	68	25%	1	9%	-	0%	-	0%
Other inc 2 or more	10	9	3%	1	9%	-	0%	-	0%
All White	48	46	*82%*	2	*200%*	-	*0%*	-	*0%*
								-	
Unknown	15	14	5%	-	0%	-	0%	-	0%

Veterans	6	6	150%	-	0%	-	0%	-	0%
Indiv. w Disabilities	18	18	43%	-	0%	-	0%	-	0%

Job Group Summary

Custodial Supervisor

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	109	107		14		3		3	
Male	69	67	63%	10	71%	1	33%	1	33%
Female	24	24	22%	3	21%	2	67%	2	67%
Other	15	15	14%	-	0%	-	0%	-	0%
Total Min	101	99	93%	14	100%	3	100%	3	100%
Asian	7	7	7%	-	0%	-	0%	-	0%
Black	48	48	45%	9	64%	1	33%	1	33%
Hispanic/Latino	42	40	37%	4	29%	2	67%	2	67%
Other inc 2 or more	4	4	4%	1	7%	-	0%	-	0%
All White	4	4	*6%*	-	*0%*	-	*0%*	-	*0%*
								-	
Unknown	4	4	4%	-	0%	-	0%	-	0%

Veterans	-	-	0%	-	0%	-	0%	-	0%
Indiv. w Disabilities	2	2	50%	-	0%	-	0%	-	0%

Job Group Summary

Facility Manager

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	63	62		12		1		1	
Male	45	45	73%	10	83%	1	100%	1	100%
Female	11	11	18%	-	0%	-	0%	-	0%
Other	7	6	10%	2	17%	-	0%	-	0%
Total Min	35	35	56%	6	50%	1	100%	1	100%
Asian	5	5	8%	1	8%	-	0%	-	0%
Black	13	13	21%	4	33%	1	100%	1	100%
Hispanic/Latino	16	16	26%	1	8%	-	0%	-	0%
Other inc 2 or more	1	1	2%	-	0%	-	0%	-	0%
All White	25	24	*53%*	5	*50%*	-	*0%*	-	*0%*
								-	
Unknown	3	3	5%	1	8%	-	0%	-	0%

Veterans	2	2	50%	1	50%	-	0%	-	0%
Indiv. w Disabilities	-	-	0%	-	0%	-	0%	-	0%

Job Group Summary

Faculty-Developmental

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	512	510		15		4		4	
Male	202	202	40%	5	33%	-	0%	-	0%
Female	251	249	49%	9	60%	4	100%	4	100%
Other	55	55	11%	1	7%	-	0%	-	0%
Total Min	279	278	55%	9	60%	2	50%	2	50%
Asian	59	58	11%	1	7%	-	0%	-	0%
Black	135	135	26%	4	27%	1	25%	1	25%
Hispanic/Latino	73	73	14%	4	27%	1	25%	1	25%
Other inc 2 or more	12	12	2%	-	0%	-	0%	-	0%
All White	207	206	*102%*	6	*120%*	2	*0%*	2	*0%*
								-	
Unknown	26	26	5%	-	0%	-	0%	-	0%

Veterans	8	8	40%	-	0%	-	0%	-	0%
Indiv. w Disabilities	30	30	16%	1	17%	1	50%	1	50%

Job Group Summary

Faculty-Lecturer

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	106	106		8		1		1	
Male	19	19	18%	2	25%	1	100%	1	100%
Female	67	67	63%	6	75%	-	0%	-	0%
Other	19	19	18%	-	0%	-	0%	-	0%
Total Min	67	67	63%	3	38%	1	100%	1	100%
Asian	16	16	15%	-	0%	-	0%	-	0%
Black	30	30	28%	2	25%	-	0%	-	0%
Hispanic/Latino	14	14	13%	1	13%	1	100%	1	100%
Other inc 2 or more	7	7	7%	-	0%	-	0%	-	0%
All White	33	33	*174%*	5	*250%*	-	*0%*	-	*0%*
								-	
Unknown	6	6	6%	-	0%	-	0%	-	0%

Veterans	-	-	0%	-	0%	-	0%	-	0%
Indiv. w Disabilities	5	5	16%	1	25%	-	0%	-	0%

Job Group Summary

Faculty-Professorial

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	686	678		53		8		8	
Male	272	269	40%	18	34%	1	13%	1	13%
Female	297	293	43%	21	40%	4	50%	4	50%
Other	114	113	17%	13	25%	3	38%	3	38%
Total Min	427	422	62%	31	58%	4	50%	4	50%
Asian	68	67	10%	5	9%	-	0%	-	0%
Black	144	140	21%	9	17%	2	25%	2	25%
Hispanic/Latino	198	198	29%	16	30%	2	25%	2	25%
Other inc 2 or more	17	17	3%	1	2%	-	0%	-	0%
All White	231	228	*85%*	18	*100%*	4	*400%*	4	*400%*
								-	
Unknown	28	28	4%	4	8%	-	0%	-	0%

Veterans	7	6	26%	-	0%	-	0%	-	0%
Indiv. w Disabilities	21	21	10%	1	6%	-	0%	-	0%

Job Group Summary

IT Computer Professional

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	643	643		38		4		4	
Male	395	395	61%	19	50%	2	50%	2	50%
Female	155	155	24%	15	39%	2	50%	2	50%
Other	92	92	14%	4	11%	-	0%	-	0%
Total Min	535	535	83%	32	84%	4	100%	4	100%
Asian	199	199	31%	6	16%	1	25%	1	25%
Black	155	155	24%	5	13%	1	25%	1	25%
Hispanic/Latino	166	166	26%	19	50%	2	50%	2	50%
Other inc 2 or more	15	15	2%	2	5%	-	0%	-	0%
All White	91	91	*23%*	5	*26%*	-	*0%*	-	*0%*
								-	
Unknown	17	17	3%	1	3%	-	0%	-	0%

Veterans	8	8	133%	-	0%	-	0%	-	0%
Indiv. w Disabilities	25	25	29%	-	0%	-	0%	-	0%

Job Group Summary

Laborers and Helpers

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	438	438		8		1		1	
Male	354	354	81%	7	88%	1	100%	1	100%
Female	14	14	3%	-	0%	-	0%	-	0%
Other	70	70	16%	1	13%	-	0%	-	0%
Total Min	327	327	75%	4	50%	-	0%	-	0%
Asian	17	17	4%	-	0%	-	0%	-	0%
Black	172	172	39%	3	38%	-	0%	-	0%
Hispanic/Latino	124	124	28%	1	13%	-	0%	-	0%
Other inc 2 or more	14	14	3%	-	0%	-	0%	-	0%
All White	90	90	*25%*	3	*43%*	1	*100%*	1	*100%*
								-	
Unknown	21	21	5%	1	13%	-	0%	-	0%

Veterans	14	14	108%	1	100%	-	0%	-	0%
Indiv. w Disabilities	11	11	14%	-	0%	-	0%	-	0%

Job Group Summary

Mail Services Worker

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	132	132		-		-		-	
Male	79	79	60%	-	0%	-	0%	-	0%
Female	37	37	28%	-	0%	-	0%	-	0%
Other	16	16	12%	-	0%	-	0%	-	0%
Total Min	109	109	83%	-	0%	-	0%	-	0%
Asian	7	7	5%	-	0%	-	0%	-	0%
Black	59	59	45%	-	0%	-	0%	-	0%
Hispanic/Latino	35	35	27%	-	0%	-	0%	-	0%
Other inc 2 or more	8	8	6%	-	0%	-	0%	-	0%
All White	18	18	*23%*	-	*0%*	-	*0%*	-	*0%*
								-	
Unknown	5	5	4%	-	0%	-	0%	-	0%

Veterans	4	4	0%	-	0%	-	0%	-	0%
Indiv. w Disabilities	13	13	72%	-	0%	-	0%	-	0%

Job Group Summary

Print Shop

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	118	118		-		-		-	
Male	54	54	46%	-	0%	-	0%	-	0%
Female	46	46	39%	-	0%	-	0%	-	0%
Other	17	17	14%	-	0%	-	0%	-	0%
Total Min	87	87	74%	-	0%	-	0%	-	0%
Asian	15	15	13%	-	0%	-	0%	-	0%
Black	35	35	30%	-	0%	-	0%	-	0%
Hispanic/Latino	33	33	28%	-	0%	-	0%	-	0%
Other inc 2 or more	4	4	3%	-	0%	-	0%	-	0%
All White	25	25	*46%*	-	*0%*	-	*0%*	-	*0%*
								-	
Unknown	6	6	5%	-	0%	-	0%	-	0%

Veterans	2	2	50%	-	0%	-	0%	-	0%
Indiv. w Disabilities	3	3	14%	-	0%	-	0%	-	0%

Job Group Summary

Skilled Trades

	Records	Applicant	Appl%	Interview	Int%	Offer	Off%	Hire	Hire%
Total	30	30		6		2		2	
Male	21	21	70%	5	83%	2	100%	2	100%
Female	1	1	3%	-	0%	-	0%	-	0%
Other	7	7	23%	1	17%	-	0%	-	0%
Total Min	14	14	47%	3	50%	2	100%	2	100%
Asian	1	1	3%	-	0%	-	0%	-	0%
Black	7	7	23%	-	0%	-	0%	-	0%
Hispanic/Latino	5	5	17%	3	50%	2	100%	2	100%
Other inc 2 or more	1	1	3%	-	0%	-	0%	-	0%
All White	15	15	*71%*	3	*60%*	-	*0%*	-	*0%*
								-	
Unknown	1	1	3%	-	0%	-	0%	-	0%

Veterans	1	1	100%	-	0%	-	0%	-	0%
Indiv. w Disabilities	1	1	7%	-	0%	-	0%	-	0%

APPENDIX H - UTILIZATION OF INDIVIDUALS WITH DISABILITIES **2020 - 2021**

Borough of Manhattan CC

Appendix H presents utilization of Individuals with Disabilities ("IWD") by job group. It presents total staff in the job group, number of Individuals with Disabilities, and percentage of Individuals with Disabilities in the job group.

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 set placement goals.

Total Individual(s) with Disabilities: 19 Percent of total reported employees: 1.3%

APPENDIX H - UTILIZATION OF INDIVIDUALS WITH DISABILITIES 2020 - 2021

Borough of Manhattan CC

Category: Executive/Administrative/Managerial

Job Group	Staff	Indiv. with Disabilities	Rate
Administration 1 (Executive)	19	0	0.0%
Administration 2 (Manager)	113	1	0.9%
Facility Manager	5	0	0.0%
IT Computer Manager	1	0	0.0%
Security Manager	6	0	0.0%

Category: Professional Faculty

Job Group	Staff	Indiv. with Disabilities	Rate
Faculty-Professorial	464	10	2.2%
Faculty-Librarian	13	1	7.7%
Faculty-Instructor	19	1	5.3%
Faculty-Lecturer	76	0	0.0%
Faculty-Developmental	37	0	0.0%

Category: Professional Non-Faculty

Job Group	Staff	Indiv. with Disabilities	Rate
Accountant	5	0	0.0%
Administration 3 (Professional)	244	3	1.2%
IT Computer Professional	32	0	0.0%
Nurse	1	0	0.0%

Category: Administrative Support Workers

Job Group	Staff	Indiv. with Disabilities	Rate
Accountant Assistant	15	0	0.0%
Administrative Assistant	11	0	0.0%
Office Assistant	89	3	3.4%
Mail Services Worker	5	0	0.0%

Category: Craft Workers

Job Group	Staff	Indiv. with Disabilities	Rate
Basic Crafts-Buildings and Grounds	3	0	0.0%
Laborers and Helpers	10	0	0.0%
Skilled Trades-Supervisor	2	0	0.0%
Skilled Trades	47	0	0.0%

Category: Technicians

Job Group	Staff	Indiv. with Disabilities	Rate
Administration 4 (College Lab Tech)	35	0	0.0%
Broadcast/Media	3	0	0.0%
Engineering Technician	1	0	0.0%
IT Support Technician	4	0	0.0%
Print Shop	8	0	0.0%

Category: Service Workers and Others

Job Group	Staff	Indiv. with Disabilities	Rate
Campus Public Safety Sergeant	10	0	0.0%
Campus Peace Officer	34	0	0.0%
Campus Security Assistant	34	0	0.0%
Custodial Supervisor	16	0	0.0%

APPENDIX H - UTILIZATION OF INDIVIDUALS WITH DISABILITIES 2020 - 2021

Borough of Manhattan CC

Category: Service Workers and Others

Job Group	Staff	Indiv. with Disabilities	Rate
Custodial	55	0	0.0%