

2023 – 2024 AFFIRMATIVE ACTION PLANS

MACAULAY HONORS COLLEGE (DRAFT 1)

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

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This plan is available for review at: [Affirmative Action Plan | Macaulay Honors College \(cuny.edu\)](#)

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EXECUTIVE SUMMARY

The Macaulay Honors College Affirmative Action Plan is an annual report that ensures that employment discrimination is prevented and encourages the hiring and promotion of qualified minorities and women. This plan is federally mandated by Presidential Executive Order 11246 and consists of four parts that cover various aspects. Part One provides an overview of the college, relevant University policies, and campus community responsibilities. Part Two provides a comparative data analysis of the workforce, underutilization, and other analyses. Part Three focuses on prior-year programs, planned programs, ongoing activities, and internal auditing and reporting. Lastly, Part Four discusses personnel practices, reasonable accommodations, harassment prevention, policy dissemination, positive outreach, trainings, audit and reporting systems, and benchmark comparisons for individuals with disabilities and protected veterans. The program year for this plan is September 1, 2023 – August 31, 2024.

The William E. Macaulay Honors College at CUNY was founded as the CUNY Honors College in 2001 and became part of the University Center in 2010. It represents CUNY's commitment to serving high-achieving New York high school students. Macaulay students can choose to enroll in one of eight CUNY senior colleges: Baruch, Brooklyn, City, Hunter, John Jay, Lehman, Queens, or The College of Staten Island. One of the unique advantages of the consortial model is that students can take full advantage of distinctive opportunities at Macaulay, their home campuses, across CUNY, in their local communities, and throughout New York City.

Macaulay's total workforce is comprised of a total of 71 employees, encompassing both full-time and part-time positions, excluding the Dean. Macaulay's full-time workforce of 59 employees represents 40 (68%) females and 28 (47%) total minorities and the part-time workforce of 12 employees represents 8 (67%) females and 6 (50%) total minorities. Both the full-time and part-time workforce have seen an increase in total minority representation.

Macaulay Honors College strengthens its commitment to affirmative action, diversity, equity, and inclusion in line with its institutional mission and through its 2023-2024 Affirmative Action Plan.

Mission

"Macaulay Honors College offers exceptional students the transformative opportunities to develop their potential beyond what they ever imagine. Macaulay inspires and prepares students to solve the challenges facing New York City, our nation, and the global community."

Some notable achievements from the previous year include:

- [Macaulay Honors College Gala Exceeds Fundraising Goal | Macaulay Honors College \(cuny.edu\)](#)
- [Macaulay Students Recognized with Prestigious Jonas E. Salk Award](#)
- [2023 Student and Alumni Awards | Macaulay Honors College \(cuny.edu\)](#)
- [Carmen Boulosa Wins a Poet's Prize | Macaulay Honors College \(cuny.edu\)](#)

Goals for the upcoming year include:

- Increase recruitment of qualified minorities and women in leadership and faculty positions.
- Achieve salary equity for all positions across the board.
- Monitor and report on the progress of the affirmative action program and make necessary adjustments.
- Develop partnerships with organizations to increase funding for students

PART ONE: INTRODUCTION AND BACKGROUND

This report is an annual update of the Affirmative Action Plan (AAP) for federal contractors. The U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) oversees affirmative action requirements for federal contractors. This plan reflects requirements for implementing: Presidential Executive Order (EO) 11246, addressing gender and federally protected racial/ethnic groups; the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, for protected veterans, and Section 503 of the Rehabilitation Act of 1973, as amended, for individuals with disabilities. Some aspects of this plan also reflect state and local regulations, guidelines for public entities, CUNY trustees' resolutions, and CUNY policy.

The employee census date is June 1, 2023. The previous reporting year was June 1, 2022 – May 31, 2023. The program year for this plan is September 1, 2023 – August 31, 2024.

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

Overview of the College

The William E. Macaulay Honors College is accredited under The Graduate Center and offers joint degrees with The Graduate Center and eight other participating senior campuses.

Initially launched as the CUNY Honors College in 2001, and added to the University Center in 2010, the William E. Macaulay Honors College at CUNY (Macaulay) enrolled 208 students in its inaugural class. Since that time, Macaulay has expanded to an enrollment of approximately 2,063 students.

To date, there are over 6,800 alumni. Macaulay represents a commitment by CUNY to serve high-achieving New York high school students. Macaulay students choose to enroll at one of eight CUNY senior colleges: Baruch, Brooklyn, City, Hunter, John Jay, Lehman, Queens, or The College of Staten Island. Macaulay offers bachelor's degrees jointly with each of these eight partner campuses. One of the unique advantages of our consortial model is that students can take full advantage of a host of distinctive opportunities at Macaulay, their home campuses, across CUNY, in their local communities, and throughout New York City. Students gain dual citizenship, developing strong relationships with CUNY campus communities.

Appendix A displays an organization chart.

Policies

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

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

The Dean issues a reaffirmation of the college's commitment to our policies annually (Appendix B).

CUNY posts its policies on non-discrimination, sexual misconduct, and affirmative action on its website. Appendix C provides the text of the major policies.

<https://www.cuny.edu/about/administration/offices/legal-affairs/policies-resources/>

Responsibilities

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

The Dean

The Dean, Dara N. Byrne, oversees affirmative action and diversity programs to assure compliance with federal, state, and city laws, rules and regulations and university policies. The Dean designates personnel to manage affirmative action, compliance and diversity programs. Personnel include the Chief Diversity Officer (CDO), 504/Americans with Disabilities Act (ADA) Coordinator and Title IX Coordinator. The Dean ensures they have authority, staffing, and other resources to fulfill their assigned responsibilities. The Dean communicates commitment to equal employment opportunity, including an annual reaffirmation, and issues required reports, including this affirmative action plan. Appendix B contains the annual reaffirmation letter issued by the Dean.

Chief Diversity Officer

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

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

The Chief Diversity Officer (or designee), completed the OFCCP's on-line certification of compliance with affirmative action program requirements prior to June 30, 2023.

College Officials

Executives, department chairpersons, managers, and supervisors are critical partners in equal employment and affirmative action programs. They help ensure compliance with regulations and policies, foster an inclusive environment, and help develop and implement affirmative action programs.

Committees on Diversity and Inclusion

Special Initiative Diversity Committee This group is a collaboration between students, alumni, and staff. It meets 4 times per academic year to discuss ways to support Macaulay students of color, specifically focusing on Black and Latinx students. Strong relationships were forged between Macaulay Diversity Initiative and Macaulay Administration, allowing for open dialogue, and cross consultation for hearing student concerns.

The committee provided a solid mechanism to filter student concerns around diversity, equity, and inclusion, as things were directed to student advocates in Macaulay Diversity Initiative to then be raised among staff and the dean.

Key members: Eileen Makak (chair; Student Development), Marianne Booufall-Tynan (Enrollment Management), Brianne Donnelly (Alumni Relations), (2) Representatives from Macaulay's Diversity Initiative, (1) Representative from Macaulay Scholars Council, (2-3) Macaulay Alumni

The group's site: <https://macaulay.cuny.edu/student-life/student-activities/special-initiative-committees/>

Diversity Task Force This group began in August 2020 with a directive from the dean to identify a DEI consultant to work with Macaulay staff. The committee developed the following guiding principles for its work, recognizing that:

- Examining Macaulay's internal culture for remnants of white supremacy;
- A sustained effort by leadership, staff, and each individual is needed to correct internal inequities;
- Increasing representation or inclusion of minority identities within our leadership or other staff;
- Understanding of how disparity limits our decisions, policies and services.

The group identified, hired, and managed the relationship with the consultant, hosted consultant events, provided guidance on new hire process, formed new CUNY alliances, advocated for a staff climate survey, and offered critical guidance to the college's communication practice.

In September 2021, the group produced a comprehensive summary of the previous year's activities and, at the request of the Interim Dean, are now a permanent advisory body to the Office of the Dean as the DEI Advisory Group.

Key members: Darryl Peterkin (Chair), Lisa Brundage, Gianina Chrisman, Janet Fu, Kristina Gowin-Lora, Will Lung, Kathryn Lineberger, Dorene Ng, Kelly O'Donnell, and Sejung Yim.

Macaulay Diversity Initiative This is a student-led group founded in 2018 or 2019 has traditionally hosted welcome events for incoming students. Last year it expanded its role significantly under the direction of Co-President Marie Elise Milius '22: attending diversity meetings to provide insight on student sentiment, offering feedback on student programming, pushing for accountability from the college, designing and implementing a key enrollment event and more.

Other key members: Nia Clement (President), Iman Siddiqui, Avi Mikhaylov, Laila Gad, Jessica Ifeanyi

The group's site: <https://macaulay.campusgroups.com/mdi/home/>

University Management

CUNY's University Office of Recruitment and Diversity (ORD) within the University Human Resources unit establishes job groups and report parameters, and reports summary statistics. ORD sponsors university-wide diversity programs described in this plan and maintains systems for data collection (including self-identification) and job postings.

PART TWO: DATA AND ANALYSIS

Collecting Employee Data

In early July 2023, we extracted data on full-time employees active as of June 1, 2023 from CUNY's system of record, CUNYfirst. We include personnel on most paid leaves, including medical leave and fellowship/sabbatical leave. We do not include personnel on terminal leaves such as retirement leave, student workers (including Graduate Assistants) or people employed separately by CUNY's Research Foundation.

We invite employees to self-identify gender, race/ethnicity, veteran status, and disability status. Employees may update selections at any time on an Employee Self-Service portal. The college last conducted a system-wide self-identification canvas on February 14, 2023. We also invite job applicants to self-identify on the job application portal.

Macaulay has a total of 71 part-time and full-time employees, out of which 70 have identified a valid gender and race/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.

A total of 11 employees did not identify a veteran status and 40 did not identify a disability status.

Self-Identification Categories

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

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

We record a person identifying If a person identifies as both Hispanic/Latino and some another group as Hispanic/Latino, and not as Two or More Races. American Indian/Alaska Native and Two or More Races are included under Total Minorities but not separately reported.

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

CUNY provides for six categories of gender identification, but we must use federally-mandated categories for purposes of this plan ("male" and "female"). Currently, only persons specifically identifying as "female" are included in the federally protected gender category.

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

Analyzing Data

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

- Workforce Analysis (Evaluating employment within organizational units/departments)
- Job Group Analysis (Analysis of job groups and academic disciplines)
- Utilization Analysis (Comparisons with labor market availability measures)
- Transaction Analysis (Reviews of Personnel Actions, Recruitment and Hiring, and Compensation).

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

Workforce Analysis

Workforce Analysis is a review of employees' organizational placement (i.e., by their assigned division and department). We review the data organized by job title in order of rank or salary grade.

Due to length, Workforce Analysis charts are not included here. The next two charts summarize the composition of the workforce by job group and by tenure status (for faculty).

This year, Macaulay's full-time workforce of 59 employees represents 40 (68%) females and 28 (47%) total minorities, while last year, the full-time workforce of 61 employees represented 42 (69%) females and 27 (44%) total minorities, reflecting a slight decrease in female representation but an increase in total minority representation compared to last year.

Similarly, the part-time workforce at Macaulay has seen a decrease in female representation but an increase in total minority representation compared to last year. This year, the part-time workforce of 12 employees represents 8 (67%) females and 6 (50%) total minorities, while last year's part-time workforce of 7 employees represented 5 (71%) females and 3 (43%) total minorities.

The decrease in the number of full-time employees from 61 in 2022 to 59 in 2023 is a result of various factors including separations, transfers to other CUNY campuses, promotions into different job groups, retirements, and resignations. Lastly, it is important to note that the Chief Executive (Dean) has been excluded from the employee count, as this role reports directly to the Chancellor.

Table 1: Workforce by Job Group

The number of Distinguished Lecturers remained the same at 6 for both years, with 4 (67%) females and 3 (50%) total minorities this year compared to 5 (83%) females and 3 (50%) total minorities last year. The number of Tenured Associate Professor also remained the same for both years with 1 (100%) female and no total minority representation.

Table 2: Tenure Status

Job Group Analysis

Job Group Analysis is a review by job function, evaluating employee data according to groups of jobs with similar duties and qualifications. A major input is the federal Standard Occupational Classification (SOC) coding system. Job Groups are organized into categories based on the federal EEO-1 coding system.

CUNY also reviews faculty by academic discipline. CUNY assigns most faculty departments to disciplines as per the US Department of Education's Classification of Instructional Programs (CIP). CUNY analyzes data about College Laboratory Technicians by assigning departments to one of two categories: Scientific/Engineering/Technical or a General (non-scientific) category.

The Utilization Analysis (see next section) provides detail on job groups and academic disciplines.

Utilization Analysis

We compare CUNY's workforce with an estimate of the general labor market by job group. We evaluate utilization for females, major federal ethnicity categories (Asian, Black/African American, and Hispanic/Latino and Total Minorities (adding American Indian/Alaska Native and Two or More Races)).

Labor Market Source Data

Labor Market Availability is an estimate used to benchmark staffing of persons in protected groups by job group. It represents the proportion of each group available for employment in the labor market for jobs CUNY fills. This information is based upon an external labor market in a reasonable geographic area, and an internal labor market of personnel at CUNY eligible to be advanced into certain jobs.

- For external candidates except some faculty, we utilized the US Census American Community Survey (ACS), 5-year estimate, 2017-2021 (final), extracted from University of Minnesota's Integrated Public User Microdata Sample (IPUMS). Data is extracted based on a combination of geography, labor force participation, occupation, and educational attainment, depending on job group.
- For internal candidates, we utilized lists of CUNY-wide appointments over the 2017-2022 time period and consulted with CUNY's Director of Civil Service Operations. Internal demographics are based on the last plan census date (June 1, 2022).
- For faculty discipline-based estimates, we utilized the US Department of Education's National Center for Education Statistics' Integrated Post-Secondary Education Data System (IPEDS) completion data, 2020-2021 (final). We use the Classification of Instructional Programs (CIP) to identify disciplines.

It is not possible to determine a highly exact estimate of the labor market for a given job group. For one thing, all calculations are based on historical data. It is important to consider both the calculations and the resulting findings to be general indicators.

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

The Dean's position reports outside of our establishment and is not included in any job group.

We report underutilization where the percentage of personnel belonging to a protected group is less than 80% below the labor market estimate, and the difference is equal to at least one full-time equivalent employee. The following illustration may help explain this calculation:

Illustration: Utilization and Underutilization



Appendix D details utilization/underutilization in each category (job group and/or academic discipline). Where there is underutilization, we prioritize that job group for setting placement goals and conducting outreach when there are hiring or advancement opportunities.

Year-to-year variations in underutilization arise from a combination of changes in availability, hires, advancements, and separations. It is usually not possible to pinpoint a single, direct cause of most changes, particularly in the smaller job groups.

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

Table 3: Summary of Underutilization and Goals

Utilization, Underutilization, and Placement Goals

The “Summary of Historical Changes in Underutilization” Exhibit utilized the same labor market availability data to calculate underutilization for each campus job group from 2020 - 2022. However, this data was revised by the University for this reporting 2022 - 2023 plan year. As a result, underutilization percentages and numbers increased in some categories.

Below is a summary of underutilization of protected groups for staff Job Group and EEO Category. We report Job Groups only in the years each has **five** or more incumbents.

Executive/Administrative/Managerial

The Admin 2: Managerial job group has slightly increased from 18 to 19 employees this year. Underutilization was deleted for Asian/Native Hawaiian/Other Pacific Islanders (OPI) and decreased from 2 to 1 for Black/African Americans. However, underutilization for Hispanic/Latinos increased from 0 to 1 but remains deleted for total minorities and females since last year.

Professional Non-Faculty

The Admin 3: Professional job group has decreased from 29 to 25 employees this year. Despite this decrease, underutilization remains absent for all protected groups, except for Hispanic/Latino, whose underutilization remains constant at 2.

Professional Faculty

Since last year, the Faculty Lecturer job group has remained the same at 6 and underutilization continues to be absent for all protected groups.

Transaction-Based Analyses

Personnel Activity

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

Appendix E summarizes job actions, including tenure, by Gender and Ethnicity.

Given system limitations, we produce an estimate of net changes by job group. We compare employee title changes between two reference dates (June 1, 2022 and June 1, 2023). This method produces a reasonable estimate but may leave out some actions, such as an employee changing job groups more than once over the year. We note hires, moves to a higher or lower job group, moves within a job group, and separations. Employees who change job groups and/or transfer between CUNY units are reported as separated from the first job and appointed to the second job. Federal guidelines state adverse selection may occur when any one group (protected or not) has a rate of hire, advancement or separation less than 80% of the rate of the most-selected group.

Notable findings based on Personnel Activity (**Appendix E**):

- One Black female Chief Executive was hired from another CUNY college.
- The Admin 1 job group gained two new employees, one of which was an internal promotion of a Hispanic female.
- The Admin 2 job group gained three internal hires which included 2 Asian females, but also had 2

separations of female employees.

- The Admin 3 job group gained 1 Asian Female employee but lost a total of 5 employees of which 2 were of a protected group.
- The Lecturer group gained 1 Black Male Lecturer.

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

Table 4: Tenure Summary

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

Additionally, 6 College Faculty were either appointed or continued in the rank of Distinguished Lecturers, an award of merit recognizing extraordinary academic achievement. A total of 4 (66.7%) Distinguished Lecturers are female and 3 (50%) are members of protected groups.

Recruiting Activity

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

Prior to posting a job vacancy, the Chief Diversity Officer reviews the physical and mental qualifications and the posting language in general. They also review recruiting plans for intended outreach. We post open positions on our Careers page, <https://cuny.jobs> and open Civil Service examinations on the CUNY Civil Service web page, <https://www.cuny.edu/about/administration/offices/hr/classified-civil-service/notice-of-exams-noe/>.

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

We conduct most faculty and administrative hiring by appointing a diverse Search Committee for initial screening. The Chief Diversity Officer (or designee) provides an orientation, or “charge”, to committee members on effective selection practices, including practices aimed at reducing potential for bias. Applicant pools are reviewed for sufficient representation of protected groups during a certification process, prior to interview approval. Final candidates selected for hire as searches near completion and are reviewed again for salary equity. Committees refer finalist candidates to the hiring manager then to the Office of Human Resources for the final selection and onboarding process.

Appendix F summarizes recruiting and selection by job group for searches concluded with a job offer between June 1, 2022 and May 31, 2023.

As per federal guidelines, an “applicant” is someone who applies to a specific opening, has the minimum

qualifications, is considered, and does not withdraw. We analyze applicant pools and selection rates for interviews, offers, and hires.

We report all searches resulting in an offer during the previous plan year. For some searches, 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 by June 1. This explains differences between the total hires in personal activity reports and completed searches in recruitment reports.

Macaulay conducted six searches that resulted in 405 applicants for the reporting year. Of the total applicants, 17 (4.2%) were selected for interviews of which 9 (3.6%) were females, and 8 (3%) total minorities including 1 (1.4%) Asian, Hawaiian, and Other Pacific Islander, 4 (3.8%) Black/African Americans, and 3 (3.8%) Hispanic/Latinos. Out of the 17 candidates interviewed, 3 were hired of which 2 (0.7%) were females, and 1 (1.4%) was an Asian, Hawaiian, and Other Pacific Islander male. In addition, a total of 6 (1%) veteran applied but was not hired. However, a total of 34 (8%) applicants identified as individuals with disabilities of which 4 (11.8%) were selected for interviews and 1 (2.9%) accepted an offer.

Over the course of the year, the college made 2 exceptions to the search process, known as a search waiver. The waiver process involves a review by the Chief Diversity Officer and a second review at CUNY's System Office. A waiver may be granted in situations where it is highly unlikely, we could fill the position competitively (such as unique qualification requirements). We also grant waivers for positions representing a transfer of funding sources.

Out of 2 total waivers, 0 were awarded to females and 1 was awarded to a member of a protected group. Additionally, 1 waiver represented an initial hire, and 1 waiver included a transfer of a tax levy line, of a current employee.

Table 5: Search Waivers/Exceptions

Employee Group	Total Waivers	Waivers to Females	Waivers to Protected Groups
Executives (Admin 1 Job Group)	1	0	1
Higher Education Officer Series (Admin 2 and Admin 3 Job Groups)	1	0	0
Faculty (Professorial and Lecturer Group Groups)	0	0	0
Other (Describe)	0	0	0

Civil Service Hiring

We participated in 1 university-wide hiring pool 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 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 scores. Following is a chart of all pools and hires:

Date of Pool	Job Group	Hires	Females	Total Minorities
11/10/2022	IT Support Assistant	2	1	2 Hispanic/Latinos

Compensation

We develop pay schedules according to bargaining unit contracts, Civil Service regulations, New York City Section 220 Prevailing Wage determinations, and university policies. Plans include the Executive Compensation Plan (ECP), Faculty and Non-Teaching Instructional Staff Pay Plan, Classified Civil Service Plans for Managerial and Non-Managerial Personnel, and Prevailing Wage schedules for Skilled Trades. CUNY's Trustees review and approve all pay plans.

The Chief Diversity Officer reviews overall practices such as:

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

The Chief Diversity Officer, Dean, and the Office of Human Resources discussed compensation best practices and areas of risk with management on August 28th, 2023.

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.

2022-2023 Prior Year Programs

Last year, we undertook the following to support affirmative action and create a climate of inclusion:

Table 6: Summary of Campus Programs, 2022-2023

Program	Impact/Job Group
The Graduate Center, CUNY - Office of Human Resources Events Eventbrite	Invited MHC's vibrant, diverse, and inclusive employee community for various trainings and events.
Calendar of Events Macaulay Honors College (cuny.edu)	Supports MHC's diverse and inclusive campus community and alumni.
University Supported Self-Identification Campaigns for Individuals with Disabilities and Veterans	Further increased applicants, interviews, and hires. See Appendix G.
CUNY JobAlliancesList.pdf (nlx.org)	Extended outreach to increase diverse hires for active searches.
Various Trainings	Provided training on Supporting Transgender, Nonbinary, and Gender Diverse students to the community. Shared training opportunities to support our immigrant student populations.
DEI Resource Hub	Launched a webpage dedicated to resources to support our diverse community of scholars.
Black, Race and Ethnic Studies (BRESI) Initiative	Received 3 grants in support of research and programming for students of color.
Staff Climate Survey	Surveyed faculty and staff to identify areas of strength and improvement to inform current and future planning about supporting a diverse, inclusive, and vibrant campus community.
Diversity Day	Co-hosted by MHC Diversity Initiative and the Scholars Council.
Juneteenth	Understanding New York's History of Enslavement, facilitated by Dr. Benton and Dr. Peters from John Jay College of Criminal Justice.
E-SPARC Live Trainings	The Compliance and Diversity Office provided live training to employees on sexual misconduct. Employees can register for Fall 2023 sessions at Compliance and Diversity Office Events Eventbrite

Program	Impact/Job Group
DEI Certificate Program Initiative Spring 2023	The Graduate Center's Compliance and Diversity Office offered free Diversity, Equity and Inclusion workshops, sponsored by LinkedIn and in collaboration with the NYP Library.
Leadership Academy Spring 2023	The Graduate Center's Office of Human Resources presented leadership workshops for faculty and staff. The Chief Diversity Officer and staff presented a "Unconscious Bias" workshop in support of the program.
Employee On-Boarding DEI/EEO Workshop	The Compliance and Diversity Office presented CUNY mandated E-SPARC and other EEO policies and procedures. All participants were awarded E-SPARC credit on Black Board. This was a collaboration with the Office of Human Resources on-boarding program.
Employee Self-Identification Canvas	In collaboration with the Office of Human Resources, the Compliance and Diversity Office administered the GC's Self Identification Canvas Initiative that increased employee diversity, gender, and Gender X identifications post M365 Cloud Migration.
CUNY Professional Development & Learning Office Spring 2023 Course Offerings	The University's Human Resources Office announced PDL training opportunities for employees. Course topics included Communication, Leadership, Personal, Development, Management & Supervision.
PDL Course Spring 2023: Improving Your Effectiveness in a Multicultural Workplace	CUNY Professional Development & Learning Office course helped participants identify areas to improve effectiveness in intercultural settings.

2023-2024 Planned Programs

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

As part of this year's programmatic planning, the Compliance & Diversity Office took an intentional approach to programming, specifically by providing platforms to amplify and uplift the voices of individuals with differing identities, including individuals from historically marginalized populations. Moreover, our office ensured that we incorporated the concept of intersectionality in every facet of our diversity, equity, inclusion, and belonging educational curriculum.

One way we honored this mission was to establish the *Understanding Better* series. As described below, in this series, we will delve into various subjects that impact the entire University. We'll focus on matters experienced by individuals within our community who have diverse identities and life experiences. Through purposeful and interconnected programming, we aim to strengthen and actively support our collective goal

of fostering diversity, equity, inclusion, and a sense of belonging.

Additionally, in furtherance of our effort to engage in intentional and meaningful education, we are in discussions with various organizations/groups for future programs. For example, in honor of Black History Month and to integrate programming that celebrates Black excellence and joy, we are hoping to (if budget allows) invite the founder of [Brown Girl Gamer Code](#) – an organization created to provide digital safe space for Women and Femmes of Color in the gaming/tech industry – to speak to our community. Similarly, in connection with Domestic Violence Awareness Month, and with an eye towards providing our community with tools that may enable them to reduce harm, we are hosting a workshop centered on digital safety in dating and technology-facilitated abuse. This is particularly important given that many individuals who belong to marginalized communities, including but not limited to, individuals who identify as females, members of the LGBTQAI+ and gender non-conforming communities, and persons of color, are often more vulnerable to digital violence. Moreover, in honor of Sexual Assault Awareness Month, we are planning for a panel related to local service providers who can offer our community support, should they experience harm, including gender-based violence. These external providers support individuals who have experienced gender-based violence and approach each case from an intersectional perspective; displaying a keen understanding that any one individual may have multiple identities, each that may contribute to in their experience following an instance of harm differently.

With due consideration to budgetary constraints, we will continue to explore the possibility of engaging with external partners to provide further workshops centered on Anti-racism and Civility, with an eye towards hands-on and interactive experiences.

Table 7: 2023-2024 Planned Programs

Program	Expected Impact/Job Group
Workshops presented by New York City Alliance Against Sexual Assault, as part of <i>Understanding Better</i> series (Fall 2023)	Workshops intended for students and faculty/staff on topics related to gender-based violence, including sexual violence for international students; examination of affirmative consent; bystander intervention; unpacking gender stereotypes and discrimination; supporting student survivors of gender-based violence (and specifically, LGBTQ+ student survivors).
NYC Alliance Against Sexual Assault – Sexual Violence 101 for International Students	Workshop on what sexual violence is, with a specific lens for international students.
NYC Alliance Against Sexual Assault – Unpacking Gender 101 (for faculty & staff)	Participants will learn best practices in creating gender-affirming educational environments, new gender-affirming vocabulary, and receive resources for further exploration of this topic.
NYC Alliance Against Sexual Assault – Supporting Student Survivors (for faculty & staff)	This workshop will discuss how to best support someone who may have experienced sexual violence, best practices for survivor support, trauma-informed language, and a list of helpful resources to have on hand.

Program	Expected Impact/Job Group
NYC Alliance Against Sexual Assault – Let’s Talk About Sex (for students)	This workshop will provide an opportunity to discuss healthy and safe sexual experiences, including an emphasis on the definition and practice of affirmative consent.
NYC Alliance Against Sexual Assault – Bringing in the Bystander (for students)	Teach bystanders how to safely intervene in instances where sexual violence, relationship violence, or stalking maybe occurring or where there may be risk that it will occur.
NYC Alliance Against Sexual Assault – Supporting LGBTQ Students (for faculty & staff)	This workshop will delve into what violence looks like within the queer community, the complexities that are unique to it, how to recognize warning signs, and the unique barriers that may be present when attempting to access services.
Workshop presented by ENDTAB – Staying Safe When Abuse and Harassment Goes Digital (Fall 2023)	This workshop will demystify the online abuse landscape and explore practical ways that individuals can navigate common and emerging ways that harassment, dating safety and sexual violence can present in our online lives.
Workshops presented by City Commission on Human Rights, as part of <i>Understanding Better</i> series (Fall 2023 & Spring 2024)	Workshops for students and faculty/staff on topics related to anti-racism, including: an overview of New York City’s Human Rights Law; understanding the Jewish Experience and Antisemitism; Anti-Black racism and other forms of discrimination based on race and color; understanding the Muslim Experience and combating Anti-Muslim bias, and working with transgender and gender non-conforming communities.
CCHR – Overview of the Human Rights Law	This presentation will provide an overview of the New York City Human Rights law along with the five areas covered under the law: employment, housing, public accommodations, discriminatory harassment, and bias profiling by law enforcement.
CCHR – Understanding Jewish Experiences and Antisemitism	This workshop promotes understanding of the City's diverse Jewish communities, addresses antisemitism, its impact on Jewish New Yorkers, and its impact on larger society. It introduces Jewish history and practices, outlines best practices in working with Jewish New Yorkers, and

Program	Expected Impact/Job Group
	elaborates on the protections for Jewish New Yorkers against discrimination, under the City Human Rights Law.
CCHR – Human Rights Law, Anti-Black Racism and other Forms of Discrimination Based on Race and Color	This workshop provides a historical context for race and color-based discrimination and how it has impacted the lives of New Yorkers, institutions, and the delivery of services and resources in New York City. Participants analyze concepts related to race and color, learn about efforts and resistance to combat racism, and ways to become the voices for social and racial justice.
CCHR – Understanding Muslim Experiences and Combating Anti-Muslim Bias	This workshop promotes understanding of the City’s diverse faith communities. The workshop addresses what is referred to as anti-Muslim racism, introduces Muslim beliefs and practices, outlines best practices in working with Muslim New Yorkers, and elaborates on the protections under the City Human Rights Law against discrimination based on religion.
CCHR – Working with Transgender and Gender Non-Conforming Communities	This workshop creates awareness that transgender and gender non-conforming New Yorkers face discrimination in all areas covered by the City Human Rights Law, it addresses best practices, challenges faced by transgender and gender non-conforming persons, a brief look at history of the community, and federal and state law.
Workshops presented by the Center for Independence of the Disabled (CIDNY), New York, as part of <i>Understanding Better</i> series (Spring 2024)	Workshops for faculty/staff on topics related to disability awareness, literacy, etiquette, and classroom inclusion.
CIDNY – Disability Awareness Presentation (for faculty & staff)	This training will cover multiple disability related topics and explain how to navigate obligations for accommodating individuals with disabilities. Specifically, the training is designed to provide a greater understanding as to what constitutes discrimination, proper etiquette, and awareness. Additionally, this training will provide instructors with methods to encourage students to be present, participatory, and feel supported.
Grant from Jewish Foundation for the Education	Utilizing this grant, Macaulay will conduct a

Program	Expected Impact/Job Group
of Women	multi-method assessment of the needs and experiences of Jewish students at the Honors College. This information will be used to improve our student success, as well as the diversity, equity, and inclusion programming across all eight (8) partner campuses.
MHC Diversity Reception	Student-led diversity Initiative in welcoming new Black and non-Black students of color.
MHC LGBTQ+ Consortium Programming	MHC was awarded \$23,290 by the CUNY LGBTQ+ Consortium to support a year-long series of LGBTQ+--themed programming developed and hosted by the Macaulay Honors College and open to the CUNY community and the general public.

Ongoing Activities

CUNY's University Human Resources office lists job vacancies with State Workforce Agencies and veterans' centers and maintains consolidated advertising programs, including job boards serving veterans, individuals with disabilities, women, and protected minorities. The office maintains accounts for university-wide job posting and outreach, including the Higher Education Recruitment Consortium. It also provides training to Chief Diversity Officers and campus Human Resources personnel.

CUNY has a mandatory on-line training program for faculty and staff on sexual harassment prevention and workplace violence prevention; and ethics; and we regularly review training records and follow-up with non-participants.

Internal Audit and Reporting

The Chief Diversity Officer posts and distributes notices of policies, new/revised regulations, and similar compliance information, and makes this plan available for public inspection. The CDO integrates compliance information into faculty, student and staff training programs.

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

- Monitoring personnel actions, including new hires, transfers, promotions, and terminations
- Monitoring employee self-identification programs
- Reviewing and updating recruiting outreach and advertising: [Advertising and Networking Resource Guide 2023](#)
- Reviewing recruiting outreach and advertising
- Monitoring complaints/incident reports for underlying trends
- Reviewing personnel practices and the affirmative action programs with management
- Advising management of program effectiveness and providing recommendations for improvement.
- Working with Human Resources staff to assure employment records are complete, accurate, and current
- Completing the annual Affirmative Action certification in the US Department of Labor Contractor Portal.

Chief Diversity Officers have responsibility for communicating elements of the Plan and reviewing progress. CUNY recently implemented an on-line discrimination complaint tracking and reporting system. CUNY regularly reports results externally and/or responds to audit requests from:

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

CUNY informs the CUNY Board of Trustees, particularly its Subcommittee on Diversity, Inclusion and MWBE.

PART FOUR: INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

Federal regulations mandate written affirmative action plans to address hiring and advancement of individuals with disabilities and veterans. This section covers:

- 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

CUNY's Equal Opportunity and Non-Discrimination Policy is provided in **Appendix C**.

Review of Personnel Practices

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. The College last conducted a canvas for self-identification on February 14, 2023.

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. As a routine practice, the Chief Diversity Officer reviews position requirements before listing a job vacancy. They 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. CUNY 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 (including disabled veterans). According to our Policy on Implementing Reasonable Accommodation and Academic Adjustments, CUNY Human Resources Directors are responsible for responding to accommodation requests by applicants, employees, contractors, visitors, and others.

The contact for accommodation requests is:

Name: David Boxill

Title: Executive Director of Human Resources

Phone: 212-817-7700

Email: dboxill@gc.cuny.edu

We have posted the Procedures for Implementing Reasonable Accommodation and Academic Adjustments online at: <https://www.cuny.edu/about/administration/offices/legal-affairs/policies-resources/>

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

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

Recognizing requests may be resolved through dialogue, this year we documented and approved 1 Macaulay Honors College employee accommodation request that was not appealed. There were no requests from job applicants for reasonable accommodations during this reporting cycle.

Accessibility Features in Technology – Microsoft 365 email:

In February of 2023, Macaulay Honors College migrated our campus email system from Microsoft Exchange to Microsoft 365, a cloud-based email system. This was the first step in our journey to fully adopt the M365 suite of products. In October of 2023, Macaulay Honors College completed its migration to the M365 suite of products, including apps such as Teams, Word, Excel, PowerPoint, Outlook, OneNote, OneDrive and more, available to all staff members. Microsoft provides a comprehensive description of the accessibility features to assist individuals with challenges on its website: <https://www.microsoft.com/en-us/accessibility>.

Hearing,

Neurodiversity,

Mobility.

Mental health This choice to adopt the university's choice of productivity apps reflects our commitment to provide our staff, students and faculty with the most secure, reliable, unified and accessible tools.

Harassment Prevention

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. As noted above, CUNY posts its Non-Discrimination Policy on its employment website. 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 policies to subcontractors, vendors, and suppliers, requesting compliance.

Outreach and Positive Recruiting

Table 8: Summary of Prior Year Outreach

Program / Effort	Impact/Discussion
CUNY Leads and Direct Employers (See links below)	Reduce and delete underutilization within CUNY Job Groups.
Campus Supported Self-Identification Campaigns for Individuals with Disabilities and Veterans	Increased applications, interviews, and hires. See Appendix G.
Higher Education Resource Consortium (HERC)	HERC membership is free and a valuable recruitment resource with spousal hire opportunities.

Table 9: Planned Outreach, 2023-2024

Program / Effort	Goals/Expected Impact
See below	

Ongoing efforts include:

- Providing guidance to search committee regarding professional networking with membership associations, and social media platforms (i.e., Twitter, LinkedIn, YouTube, Instagram, and Facebook). Please see Appendix F for all personnel actions based on gender and ethnicity.
- Disseminating information concerning employment opportunities to outlets reaching protected veterans (including disabled veterans) and individuals with disabilities. Please See "*Exhibit of Benchmark Comparisons for Veterans and Individuals with Disabilities*" on page 31.
- Expanded Advertising Resource Guide by discipline: Advertising and Networking Resource Guide 2023
- Advertising job openings with a variety of external resources, including required reporting to the New York State Labor Department and related agencies.
- Filed 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 appointment to classified competitive Civil Service titles without an examination (55(a) Program). Additionally, employees currently serving in a “Provisional” position also qualify for this assistance.

Internal Policy Dissemination

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

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

Implementation Responsibility

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

The Dean

Dean, Dara N. Byrne, oversees affirmative action and compliance programs. The Dean 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 Dean who oversees appropriate responses.

504/ADA Coordinator

As 504/ADA Coordinator, Yvonne Noriega:

- 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.

504/ADA Committee

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

- Yvonne Noriega, Executive Assistant to the Dean, (504/ADA Compliance Coordinator)

- Patrick Smyth, Student, Ph. D. Program in English
- Clare Wilson, Disability Services Manager
- Kennedy Stromberg, Student, MA Program in Cognitive Neuroscience
- Robert Campbell, VP for Information Technology
- Polly Thistlethwaite, Chief Librarian
- Charles Scott, Director of Facilities Services and Campus Planning
- Alyson Cole, Professor and Executive Officer, Ph. D. Program in Political Science

Other Officials

Other college officials support the implementation of affirmative action specific to individuals with disabilities and veterans.

University Management

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

Training

We provide orientation on relevant regulations and policies, including affirmative action programs, to personnel responsible for recruitment, selection, promotion, disciplinary actions, and similar personnel activities.

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. The GC's Office of Human Resources through its [HR-Connect-June-2023.pdf \(cuny.edu\)](#) newsletter, invites all Macaulay employees to participate in various professional development trainings on LinkedIn, via Zoom and other University sponsored programs. One section of this newsletter focuses on "New Hire Updates" that lists individual employees and how they will contribute to their professional teams. This welcoming and inclusive section also invites all new hires to submit a "Fun Fact" about themselves they wish to share with the campus community. Employees and campus student(s) serving on search committees participated in several mandated search committee trainings on university guidelines, and best practices based on CUNY's Search Committee Guide and were provided the GC's updated Advertising Resource Guide, sourced from CUNY's Office of Human Resources Management (OHRM). Other training topics covered diversity, equity and inclusion, review of underutilization, unconscious bias, salary, and unemployment.

The [Compliance and Diversity | CUNY Graduate Center](#) upcoming Fall 2023 "Understanding Better Series" programing for faculty, staff and students will examine topics that affect our entire University, including issues faced by members of our community with differing identities and lived experiences.

The Office of Human Resources shares [Professional Development & Learning – The City University of New York \(cuny.edu\)](#) trainings to our campus community inclusive of GC's on campus Leadership Academy workshops.

This year, department employees and student(s) serving on search committees participated in several mandated search committee trainings on University guidelines and best practices, [CUNY Search Committee Guide](#) and were provided outreach resources, [Graduate Center Advertising Resource Guide](#), on diversity and inclusion based on underutilization, unconscious bias and unemployment history legislation, conducted by the Graduate Center's Compliance and Diversity Office and a representative from the Office of Human Resources. Other trainings made available to all employees at [The Graduate Center, CUNY - Office of Human Resources Events | Eventbrite](#) included focused areas of Reasonable Accommodations, New Hire/Onboarding Orientations and more.

Additionally, the Chief Diversity Officer and HR personnel attended CUNY's Women's Conference and CUNY's Inclusion Diversity, Equity and Access Conference during spring 2023. Other professional development opportunities for employees and human resources personnel included DEI workshops sponsored by the Compliance and Diversity Office and Leadership Academy workshops sponsored by the Office of Human Resources.

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. He/she identifies and addresses barriers to access and evaluates remedial actions.

Both individuals report findings to the Dean and/or designee.

The Compliance and Diversity Office annually reviews the "Search File Checklist Form" and "Search Process Memorandum" developed for search committees, as a reminder of the University's Documentation Retention Guidelines for all recruitment activities.

Benchmark Comparisons

Staffing

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

CUNY reports veteran representation annually through the federal VETS-4212 report.

Hiring Rates

The Exhibit on the following page illustrates hiring rates for veterans and individuals with disabilities as compared with previous plan years. The format is presented as prescribed by the US Department of Labor.

In March 2023, the federal government set the benchmark Hiring Rate for veterans at 5.4%, representing the prevalence of veterans in the United States workforce.

There is no federal hiring rate benchmark for individuals with disabilities. However, Macaulay's hiring rates for veterans and individuals with disabilities fluctuates annually depending on voluntary self-identification during the recruitment process. Nonetheless, it's notable to mention that in the past three years, the hiring rate for individuals with disabilities has increased from 10% to 33%, as exhibited below.

...

Exhibit: Benchmark Comparisons for Veterans and Individuals with Disabilities*Table 10: Veterans' Hiring Rate Benchmark*

The benchmark, established annually by the US Department of Labor, is 5.4% as of March 2023.

Factor	2022-2023	2021-2022	2020-2021
A. Number of applicants who self-identified as Veterans before an offer of employment is made	6	1	0
B. Total number of job openings	6	6	1
C. Total number of jobs filled	3	10	1
D. Total number of applicants for all jobs	405	365	123
E. Number of veteran applicants hired	0	0	0
F. Total number of applicants hired	3	10	1
Hiring Rate (E divided by F)	0%	0%	0%
Federal Benchmark	5.4%	5.5%	5.6%
Benchmark Met (Yes/No)	No	No	No

As comparison, as per the May, 2023 Employment Situation Report from the Bureau of Labor Statistics, the unemployment rate for Veterans was 2.5% and the rate for Non-Veterans was 3.4%.

<https://www.bls.gov/news.release/pdf/empsit.pdf>

Table 11: Hiring Rate for Individuals with Disabilities

There is no recommended hiring benchmark for Individuals with Disabilities.

Factor	2022-2023	2021-2022	2020-2021
A. Number of applicants who self-identify as Individuals with Disabilities before an offer of employment is made	34	24	10
B. Total number of job openings	6	6	1
C. Total number of jobs filled	3	10	1
D. Total number of applicants for all jobs	405	365	123
E. Number of individuals with disabilities hired	1	1	1
F. Total number of applicants hired	3	10	1
Hiring Rate (E Divided by F)	33%	10%	10%

As comparison, as per the May, 2023 Employment Situation Report from the Bureau of Labor Statistics, the unemployment rate for Individuals with Disabilities was 7.8% and the rate for individuals without a disability was 3.4%. <https://www.bls.gov/news.release/pdf/empsit.pdf>

APPENDICES

- A. Summary Organization Chart
- B. Policies
- C. Reaffirmation Letter
- D. Utilization Analysis
- E. Summary of Personnel Activities
- F. Summary of Recruitment Activities
- G. Utilization of Individuals with Disabilities