AFFIRMATIVE ACTION PROGRAM
FOR MINORITIES & WOMEN

Cornell University
Ithaca, NY

July 1, 2016 through June 30, 2017
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Preface

Cornell University (also referred to as the University) is fully committed to the concept and practice of equal opportunity and affirmative action.

In the preparation of this Affirmative Action Program (AAP), Cornell University has been guided by Executive Order 11246 and its implementing regulations. Nothing contained in this AAP or its supporting data should be construed as an admission by the University, in whole or in part, that it has contravened any federal, state or local employment practice laws.

In developing and implementing the AAP, the University has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the University are made based on job related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission ("EEOC") (29 C.F.R. Part 1608).

While Cornell University firmly believes in wide dissemination of its affirmative action policies and equal employment opportunity practices, this AAP contains certain proprietary information relating to the University’s business that must be kept confidential. The detailed information provided in good faith as a part of the AAP contains specific information that, if disseminated, could be detrimental to the competitive and business interests of Cornell University.

Therefore, even though the University is justifiably proud of its efforts described in the following pages, this AAP and its support data are to be disclosed to individuals, companies and government agencies only where such individuals or entities have a legitimate business interest or legal entitlement to the information. Cornell University specifically requests the following:

- If this AAP or any supporting data or documentation is submitted to the Office of Federal Contract Compliance Programs ("OFCCP") pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act, and/or any implementing regulations (as any or all may have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying Cornell University of the agency's decision to disclose and providing the University with ample time to contest the disclosure. Advance notice of disclosure should be sent to Angela Winfield, Director, Department of Inclusion and Workforce Diversity. The University requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. §552.

- If this AAP or any supporting data or documentation is supplied by University to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to Cornell University.

- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from Cornell University.

- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the University as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.
This AAP does not constitute an express or implied contract between the University and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all University employees have with the University. Nothing in this AAP creates a private right of action on behalf of any individual or group against the University.
Introduction

Cornell University is an academic and research community committed to diversity and an inclusive environment for its faculty, staff, and students. Founded in 1865 and opened shortly after the U.S. Civil War, Cornell University has long advocated equal opportunity for women, racial minorities, individuals with disabilities, veterans, gay/lesbian/bisexual and transgender individuals, as well as other groups protected under federal, state, and local law. Equal opportunity for women and racial minorities was part of the founding vision for Cornell. Although the idea of admission of women was controversial at the time, founder Ezra Cornell remained insistent that women be educated at his university. Co-founder Andrew Dickson White's philosophy stated that instruction should “be afforded to all regardless of sex or color.” From its early years, Cornellians have traveled broadly in roles of diplomacy, research, education, and service, bringing global perspectives and the merits of diverse cultures to the evolution of a new kind of university.

Cornell is a privately-endowed university, the federal land-grant institution of New York State, a member of the Ivy League, and a partner of the State University of New York. The university has fourteen colleges and schools: seven undergraduate units in Ithaca, New York; four graduate and professional units in Ithaca, New York; two medical graduate/professional units in New York City and one in Qatar. The extended Cornell campus includes sites throughout New York State, as well as the Appledore Island off the Maine-New Hampshire coast, and regional offices throughout the United States. The university maintains study programs and study-abroad affiliations throughout the world.

Cornell University has prepared this AAP to cover employees reporting to and/or working in Ithaca, NY. This plan also covers employees working in other establishments who report to managers included in this plan.

As detailed in the Job Group Analysis, this AAP covers 9960 employees including 1447 (14.53%) minorities and 5255 (52.76%) women. It is expected these employees will help us to reach mutual goals of profitability and efficiency, resulting in both business and personal growth. As described in detail in the Plan that follows, the management of Cornell University has a continuing commitment to the practice and implemented action of this AAP.
Cornell University has an enduring commitment to support equality of education and employment opportunity by affirming the value of diversity and by promoting an environment free from discrimination.

Association with Cornell, either as a student, faculty, or staff member, involves participation in a free community where all people are recognized and rewarded on the basis of individual performance rather than personal convictions, appearance, preferences (including sexual or affectional orientation), or happenstance of birth.

Cornell University's history of diversity and inclusion encourages all students, faculty and staff to support a diverse and inclusive university in which to work, study, teach, research and serve.

No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, marital status, citizenship, sex, sexual orientation, gender identity or expression, age, disability, or protected veteran status. Cornell University is an affirmative action/equal opportunity employer.

Concerns and complaints related to equal opportunity in education and in employment based on aspects of diversity protected under federal, state, and local law should be directed to: the Director of the Department of Inclusion and Workforce Diversity; 150 Day Hall, Ithaca, NY 14853; 607-255-3976; report_bias@cornell.edu. Questions or concerns regarding Title IX may be referred to the Title IX Coordinator, Sarah Affel, 607.255.2242, titleix@cornell.edu. Inquiries may also be directed to the U.S. Department of Education, Office for Civil Rights; 32 Old Slip 26th Floor, New York, NY 10005-2500; 646-428-3800; OCR.NewYork@ed.gov.

Cornell University is committed to assisting those persons with disabilities who have special needs related to their educational pursuit or employment. Information on services provided to prospective and current Cornell students with disabilities can be obtained by contacting: the Student Disability Services Office, 420 CCC, 235 Garden Ave. Ext., Ithaca, New York 14853-6601; 607-254-4545. Prospective employees in need of a workplace accommodation pursuant to the Americans with Disabilities Act or New York state law should contact: Workforce Policy and Labor Relations, 391 Pine Tree Road, Ithaca, NY 14850; 607-254-7232; equalopportunity@cornell.edu. Current employees in need of a workplace accommodation pursuant to the Americans with Disabilities Act or New York state law should contact: Medical Leaves Administration, Suite 102, 395 Pine Tree Road, Ithaca, NY 14850; 607-255-1177; benefits@cornell.edu.

(Approve by the Board of Trustees on May 2005)
As our Equal Education and Employment Opportunity Statement includes, it is the policy of Cornell University not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the University. The University will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows: Employment decisions at the University are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, upgrading, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, nation al origin, disability and protected veteran status at any time by contacting Human Resources or updating their personal information through the University’s online system for employees. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The University makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the University’s business. Cornell University is fully committed to principals of equal employment opportunity and affirmative action. As Interim University President, I support the successful implementation of the University’s Affirmative Action Programs. I have appointed Angela Winfield, Director, Department of Inclusion and Workforce Diversity, Affirmative Action Officer for the University, with responsibility for implementation of the University’s affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the University’s AAP to ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, Cornell University will solicit the cooperation and support of all employees for the University’s Equal Education and Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the University’s program of affirmative action are available for inspection in the Department of Inclusion and Workforce Diversity, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request. It is also available online at hr.cornell.edu/uest.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or
other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. Cornell University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.
The benefits of a diverse and inclusive workplace accrue not only to the individuals for whom opportunities are expanded, but also to the entire university and to society at large. As Cornell University’s interim president, I am committed to cultivating diversity in our workforce. I also reaffirm the university’s pledge to affirmative action and equal employment opportunity for all.

Cornell’s enduring commitment to diversity extends beyond adhering to applicable local, state and federal anti-discrimination laws. Cornell University’s founders in 1865 had a bold vision for a new kind of American university: it would be inclusive in its membership and in the scope of its academic offerings and so serve the needs of a society undergoing rapid change. In 1874, Andrew Dickson White, Cornell University's first president, emphasized that instruction should be afforded to all individuals, regardless of sex or color: "If even one [student of color] offered himself and passed the examinations, we should receive him even if all of our five hundred students were to ask for dismissal on that account." Since that time, the university has endeavored to create and maintain a diverse educational environment.

In keeping with the university’s founding ideals, we strive to make Cornell a global leader in higher education. We embrace difference and promote inclusiveness as part of what makes Cornell a world-class institution. To provide rigor and depth in the educational experience, we seek to recruit, hire, promote and retain the highest caliber of faculty and staff regardless of race, color, creed, religion, national or ethnic origin, sex, sexual orientation, gender identity or expression, age, disability, veteran status and other sociocultural classifications. We also recognize and understand that exceptional talent can be found within all these classifications. By drawing upon their valuable differences in background and perspective as well as shared goals, our faculty and staff can best advance the university's mission: to “discover, preserve, and disseminate knowledge; produce creative work; and promote a culture of broad inquiry throughout and beyond the Cornell community.”

I am proud that Cornell University continues to be an employer of choice and a place where all members of our community are welcome and can thrive. This remains a high priority as we seek to raise Cornell to a new level of excellence.

Hunter Rawlings, III
Interim University President
Pursuant to University’s equal employment opportunity and affirmative action policy, the following policy has been adopted prohibiting sexual discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration and selection for training or other employment opportunities. The terms “because of sex”, on the “basis of sex”, “regardless of sex” and “without regard to sex” include, but are not limited to, because of or on the basis of pregnancy, childbirth or related medical conditions, gender identity and transgender status. In furtherance of Cornell’s commitment to ensuring equal employment opportunity regardless of sex, we will take the following steps, as appropriate:

- Recruit individuals for all positions without regard to their sex, except where sex is a bona fide occupational qualification
- Ensure that job postings and recruitment materials do not express a sex preference, unless sex is a bona fide occupational qualification
- Review employment practices and personnel policies to ensure that applicants and employees are not discriminated against or harassed on the basis of sex
- Provide qualified employees with an equal opportunity to any available job without regard to their sex, except where sex is a bona fide occupational qualification
- Administer employment opportunities, wages, hours, conditions of employment, retirement programs, and other employee benefits regardless of sex
- Develop written policies which prohibit unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature towards employees and take reasonable steps to prevent such harassment from occurring
- Treat married and unmarried men and women equally in all personnel actions, retirement age, and benefits will be administered without regard to sex
- Provide appropriate restroom and other facilities for applicants and employees of both sexes
- Refrain from reliance on any state laws which conflict with the non-discrimination provisions of Title VII of the Civil Rights Act of 1964 or Executive Order 11246 and are superseded thereby
- Provide leaves of absence to employees without regard to sex
- Ensure that no employee is discriminated against because of pregnancy, childbirth, or related medical conditions. Women affected by pregnancy, childbirth, or related medical conditions will be treated the same as other persons who are not so affected but are similarly able or unable to work
- Administer any seniority systems without regard to sex
- Determine wage schedules without regard to sex
- Ensure that individuals are not restricted to certain job classifications based on sex.
• See Cornell University Policy 6.4
Religious and National Origin Discrimination Policy
41 C.F.R. 60-50.1 – 60.50.5

Pursuant to the University’s equal employment opportunity and affirmative action policy, we have adopted the following policy prohibiting religious and national discrimination and harassment in the workplace. This policy applies to all terms and conditions of employment, including but not limited to, recruitment, hiring, promotion, transfer, demotion, layoff or recall from layoff, termination, wage and benefit administration, and selection for training or other employment opportunities. In furtherance of our commitment to ensuring equal employment opportunity regardless of national origin or religious beliefs, we will take the following steps, as appropriate:

- Recruit individuals for all positions without regard to their national origin or religious beliefs
- Review employment practices and personnel policies to ensure that applicants and employees are not discriminated against or harassed on the basis of religion or national origin
- Provide qualified employees with an equal opportunity to any available job without regard to their religion or national origin
- Administer employment opportunities, wages, hours, conditions of employment, retirement programs, and other employee benefits regardless of religion or national origin
- Develop written policies which prohibit unwelcome verbal or physical conduct based on religion or national origin and take reasonable steps to prevent such harassment occurring
- Explain the University’s commitment to equal employment opportunity to supervisors and employees and request their support
- Develop reasonable internal procedures to monitor our implementation of the University’s equal employment opportunity and affirmative action policy
- Inform all recruitment sources of the University’s commitment to equal employment opportunity and seek their assistance and support of Cornell University’s commitment to providing equal employment opportunity without regard to national origin or religion
- Endeavor to make reasonable accommodations to religious observations and practices of an employee or prospective employee unless doing so would pose an undue hardship on the University’s business.
- See Cornell University popPolicy 6.4
Hunter Rawlings, III, Interim University President, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The University has assigned primary management responsibility and accountability for ensuring full compliance with the Program to Angela Winfield, Director, Department of Inclusion and Workforce Diversity, the Affirmative Action Officer of the University. As Affirmative Action Officer, Angela Winfield, Director, Department of Inclusion and Workforce Diversity has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. Mary Opperman, the Vice President and Chief Human Resources Officer actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the University's Equal Employment Opportunity Policy and AAP.

With regard to the University AAP, the Vice President and Chief Human Resources Officer works closely with the Affirmative Action Officer to implement the programs which are specific to the University. Angela Winfield, Director, Department of Inclusion and Workforce Diversity, together with designated Human Resources staff, has primary responsibility for implementing programs at the University.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the University’s policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the University’s affirmative action program are implemented
- Advising supervisors that the University is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with line management any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for protected individuals and assisting managers in developing solutions to ensure that all individuals benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the University’s Program, indicate the need for remedial action, determine the degree to which the University's objectives have been attained, determine whether all employees have had the opportunity to participate in University-sponsored educational, training, recreational and social activities, and ensure each University location is in compliance with applicable laws and regulations
- Serving as liaison between the University and enforcement agencies, and between the University and organizations of and for minorities or women
- Encouraging active involvement by University representatives in the community service
programs of local organizations of and for minorities and women

- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees
- Keeping management informed of the latest developments in affirmative action.

The University recognizes the cooperation of department supervisors and line managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:

- Assist the Affirmative Action Officer in the identification of any problem areas and help eliminate any barriers to equal employment opportunity
- Whenever possible, become involved in local minority organizations, women’s organizations, community action groups, and community service programs
- Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings
- Review the qualifications of applicants and employees in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Provide career counseling for employees as needed
- Adhere to the University’s policy of equal employment opportunity for all employees and ensure the policy is understood, supported, and adhered to by the employees they supervise
- Take action to prevent the discrimination and harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the University’s affirmative action efforts.
Responsibilities for Implementation

Because Cornell University is a federal contractor, Executive Order 11246, the Rehabilitation Act, and the Vietnam Era Veterans Readjustment Act apply to Cornell’s operations. In accordance with the provisions of these laws and regulations, each year the university completes a written affirmative action plan as well as the Vets – 4212 Report. Midyear, the university completes a review of progress towards goals for all university job groups. This midyear report is shared with each Human Resource Lead for every college and administrative unit.

To ensure our affirmative action obligations are met, university officials perform specific roles and carry out responsibilities as follows:

Cornell University President
The University’s equal opportunity and affirmative action program is a high priority area in the university’s planning. As Interim university president, Hunter R. Rawlings III has ultimate responsibility for the implementation of equal opportunity and affirmative action policies and for the extension of equal opportunity (through affirmative action where indicated) in the employment of women, persons from protected racial/ethnic groups, persons with disabilities, and protected veterans. The president issued his annual statement on the university’s commitment to diversity and inclusion in August, 2016.

Cornell University Provost
Provost Michael I. Kotlikoff has executive authority over academic planning and budgeting. In this role, Michael Kotlikoff has a leadership role and ultimate responsibility for the implementation of equal opportunity and affirmative action policies and for the extension of equal opportunity (through affirmative action where indicated) in the employment of women, persons from protected racial/ethnic groups, persons with disabilities, and protected veterans for the university’s faculty and academic populations.

The Office of Faculty Development & Diversity (OFDD), which is under the purview of the Provost, provides a range of resources, training and support for deans, department chairs and individual faculty members in the areas of faculty development and diversity. OFDD works with deans, chairs and search committees to improve recruitment and retention practices and to increase diversity in faculty hiring. It provides guidance to the academic leadership and to individual faculty members on mentoring and the tenure and promotion processes. OFDD offers a variety of professional development programming and grant opportunities for faculty. The office actively collaborates with the Division of Human Resources, the Dean of the Faculty, and other offices on campus in its efforts to support the success and wellbeing of all faculty members. The office is led by John Siliciano, Deputy Provost, and Yael Levitte, Associate Vice Provost for Faculty Development and Diversity.

Additionally, The Provost has required each college dean to describe their progress in addressing diversity in their college annual reports.

Vice Provosts, Vice Presidents, Deans of Colleges and Schools
The vice provosts, college deans, academic directors, and the university librarian are accountable to the provost for equal opportunity and affirmative action within their units. These university leaders have the following common responsibilities for implementing equal opportunity and affirmative action in each of their units/divisions:

• in partnership with their respective human resource lead, annually review the
racial/gender composition of their workforce in comparison with the university's affirmative action goals and utilization, and communicate their continued commitment and expectations to address affirmative action and diversity goals with their college/unit;

• assure all searches follow established university procedures, including that all Non-Academic searches are consistent with the terms of the Filling Vacancies policy and that all academic searches comply with the process delineated by the Office of the Provost;

• make every good-faith effort to ensure steps are taken in their respective college/unit to diversify applicant and candidate pools in all searches to include individuals of diverse gender, race, veteran status and individuals with disabilities.

For the 2017 fiscal year, these leaders are also responsible for identifying three diversity initiatives that best address their needs and strategic plans and to report on their progress at year's end in the college/unit annual report. These three to five diversity initiatives are expected to include any combination of the following core principles of Cornell’s Toward New Destinations framework:

• composition, which is required and refers to the demographic makeup of a unit, such as strategies for attracting and/or retaining more members from underrepresented groups;

• engagement, which refers to the personal, social and professional commitment to institutional goals and activities, such as developing activities and events that "promote opportunities for engagement across difference";

• inclusion, which involves strategies to improve the campus's multicultural climate and interpersonal relationships, such as multicultural competency training; and

• achievement, which reflects levels of attainment for underrepresented individuals or groups through, for example, leadership training, honors, awards and other milestones.

**Human Resource Directors and Leads**

Throughout the university, there are more than 30 individuals with direct responsibility for human resource functions. In regards to managing the university’s commitment to affirmative action, these individuals are responsible to:

• meet with hiring managers annually to ensure they are aware of the university's commitment to diversity, the university's affirmative action goals, and their responsibility to carry out this commitment and these goals;

• ensure that documented good-faith efforts are made by supervisors in their units to establish a diverse applicant pool for every selection and to hire and retain employees at all levels in an effort to increase the representation of women, racial/ethnic minorities, individuals with disabilities, and protected veterans in the workforce;

• review the unit workforce analysis annually, and leading the development and implementation of action-oriented programs in their college or administrative unit designed to address areas in which workforce racial, gender, individuals with disabilities, and protected veteran demographics are not consistent with
pipeline/availability;

· monitor temporary employee placements and term appointments to determine whether there are disparities based on race, gender, disability, or protected veteran status and, if so, remedy these accordingly;

· monitor appointments, compensation, promotions, and terminations to ensure that there are no disparities based on race, gender, disability, or protected veteran status and that these and other employment practices are carried out in a nondiscriminatory manner;

· work in conjunction with Medical Leaves Administration to facilitate requests for disability-related employment accommodations; and

· work with the Office of Workforce Policy and Labor Relations when faculty or staff request accommodations based on religion.

College and Administrative Unit Diversity and Affirmative Action Representatives
Each college and administrative unit has on-going responsibility for reviewing staff and academic searches and appointments for equal opportunity and affirmative action compliance. Persons working to accomplish this goal will advise, implement, and monitor academic and/or Non-Academic procedures and policies. The college and administrative unit representatives have specific responsibility to:

· monitor staff and, where appropriate, academic searches to ensure that good-faith efforts have been made to include women, minorities, individuals with disabilities, and protected veterans in each applicant pool;

· assure each selection complies with the university’s Filling Vacancies policy;

· monitor the hiring of exempt and non-exempt staff employees within their respective colleges or administrative units to ensure that searches, placements, and promotions are carried out consistent with university policies and federal, state, and local employment laws;

· review the unit workforce analysis in the fall and spring, in conjunction with appropriate human resource staff and the Department of Inclusion and Workforce Diversity, and develop and implement a written action-oriented program designed to correct deficiencies in the representation of women, minorities, individuals with disabilities, and protected veterans within the unit’s workforce;

· review the university’s job group analysis, determine which job groups are relevant to his/her unit, and develop a written action-oriented program designed to achieve the affirmative action goals in each job group;

· attend scheduled affirmative action and diversity update meetings, to discuss challenges in addressing affirmative action goals and to learn about “best practice” strategies to address them.

Managers and Supervisors
Managers and supervisors in all units who have employment responsibilities, including
authority to recruit, hire, and promote applicants for vacant positions or to make other human resource decisions, are responsible for implementing the university's equal opportunity and affirmative action programs within their work areas. These responsibilities include:

- work with their human resource representative when filling any vacancy, to develop a search plan including ensuring efforts are made to create a pool which includes women, minorities, protected veterans and individuals with disabilities. For positions with affirmative action goals, ensuring special efforts are made to target individuals in the goal group(s);

- assess all applicants based on objective criteria and basing hiring decisions on the qualifications of the applicant and the affirmative action goals of the unit;

- actively address challenges to hiring and promoting a diverse workforce that have been identified by the human resource representative;

- comply with the *Filling Vacancies* policy when conducting staff searches;

- consider employees without bias for salary improvement, promotion, internal transfer and development opportunities based on objective criteria with a focus on the university's commitment to diversity;

- be alert to training and development opportunities for all employees;

- create and maintain a work environment that is free from bias or harassment based on protected status;

- provide and cultivate an environment in which individuals of all identities and backgrounds feel valued, respected and included;

- comply with the spirit and policies of the affirmative action program including ensuring employee compensation and benefits as well as all employment action decisions including hiring, promotions, training and development opportunities and terminations are made without regard to race, color, religion, sex, national origin, age, protected veteran status or disability;

- ensure all qualified applicants are considered for vacancies, including staff members on university layoff status and non-regular staff who would contribute to the unit's diversity efforts;

- immediately notify their appropriate human resources representative of any employee disability accommodation request brought to their attention and working in conjunction with Medical Leaves Administration in implementing recommended reasonable accommodations;

- immediately notify their appropriate human resources representative of any employee religious accommodation request brought to their attention and making good-faith efforts to implement such requests with the assistance of appropriate offices; and

- provide strong consideration and work with human resources to fairly evaluate and wherever possible, support employee requests for flexible work arrangements.
Discrimination and Harassment Advisors
A Discrimination and Harassment Advisor is an individual who has been trained specifically to provide advice and guidance to individuals who believe they have been targets of prohibited discrimination or protected-status harassment. These individuals are not authorized to engage in formal mediation or investigation. As it relates to equal opportunity and affirmative action, the harassment advisors have specific responsibility to:

• be initial points of contact for individuals who want to discuss concerns of protected status discrimination or harassment;

• refer individuals to appropriate university resources to address such concerns and provide notification of inquiries to the Office of Workforce Policy and Labor Relations; and

• attend scheduled harassment advisor update meetings, hosted by the Office of Workforce Policy and Labor Relations or the Department of Inclusion and Workforce Diversity, to discuss challenges in addressing harassment issues and to learn about “best practice” strategies to resolve them.

Cornell Faculty and Staff
All faculty, staff, post docs and academic professionals are expected to support and abide by the policies of the university, including those that advance the university’s compliance with equal employment laws and affirmative action regulations. Lack of knowledge about these policies is not an excuse for inappropriate behavior or decisions that are inconsistent with policy or the law.

Collectively, as a university community, faculty, staff, post docs and academic professionals are expected to share Cornell’s value of diversity and inclusion and reject both active and passive discrimination. Progress toward achieving our goals will require not only committed work by university leadership, but also each member of the community’s active participation in taking direct actions and accountability to help their leadership meet the agreed-upon goals and initiatives in support of the university’s diversity agenda.
Organizational Profile
41 C.F.R. 60-2.11

As one of the diagnostic components of Cornell University's AAP, and to conform to applicable regulations, the University has completed a profile of the workforce at the Ithaca, NY establishment. The organizational profile is an overview of the staffing patterns at this establishment, and is used to determine whether there are areas in the workforce where individuals are underrepresented or concentrated by gender or race. To complete the organizational profile we have elected to follow the Workforce Analysis methodology.

The following charts set forth Cornell's Workforce Analysis. The analysis identifies the departments at the Ithaca, NY establishment and for each department lists all job titles from lowest to highest paid. For each job title, we provide the following data: the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.
As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualified minorities and women who could be employed by Cornell University in positions covered by this AAP.

In designing our job groups we considered similarities of duties and opportunities.

Although not a determinative factor in designing job groups, we also attempted to create job groups large enough to conduct appropriate analysis.

The following charts identify the job groups created for this AAP, the job titles that comprise each job group, and the percentage of minority incumbents and the percentage of female incumbents in each job group.
Availability Analysis
41 C.F.R. 60-2.14

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the University's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable, and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women. Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For this availability analysis, we have used the EEO Tabulation 2006-2010 American Community Survey data. Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

The availability calculation uses two factors where applicable. Factor 1 is external availability according to the census coding for the job group. Factor 2 is internal availability by determining the feeder groups from which currently employed could be promoted. Given the nature of certain titles and positions, there is no internal feeder group for specific job groups. For those groups without feeder groups, Factor 2 is blank.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

**1A1 - Univ Exec**
Factor 1: *United States*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1A1 - Univ Exec. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Current Year Promotions*- This pool of feeder positions for job group 1A1 - Univ Exec was chosen reflect the employment statistics of those jobs from which promotions actually occurred in the past twelve months. This pool was defined in such a way as not to have the effect of excluding minorities or women.

**1B1 - Acad Offic**
Factor 1: *United States*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1B1 - Acad Offic. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*-

**1C1 - Admn Offic**
Factor 1: *United States*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1C1 - Admn Offic. This area was chosen based on current practices and was drawn in such a way as not to have the effect of
excluding minorities or women.

Factor 2: Feeder Job Computations 1C1, 1D1, 2A1, 2L1, 2L2, 2P1, 2Q5, 2V1- This pool of feeder positions for job group 1C1 - Admn Offic was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1D1 - Finan Admi
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1D1 - Finan Admi. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 2U1- This pool of feeder positions for job group 1D1 - Finan Admi was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1E1 - Com Gov Af
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1E1 - Com Gov Af. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 1E1, 2G1- This pool of feeder positions for job group 1E1 - Com Gov Af was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1F1 - Info Admin
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1F1 - Info Admin. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 2S1- This pool of feeder positions for job group 1F1 - Info Admin was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1G1 - Alum Publ
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1G1 - Alum Publ. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 1G1, 2J1- This pool of feeder positions for job group 1G1 - Alum Publ was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1H1 - HR Admin
Factor 1: United States- This is the geographical area from which the University usually seeks
or reasonably would seek workers to fill positions in job group 1H1 - HR Admin. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 1H1, 2K1, 2L3, 2Q4- This pool of feeder positions for job group 1H1 - HR Admin was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

111 - Facilities Administrators
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 111 - Facilities Administrators. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 2V1- This pool of feeder positions for job group 111 - Facilities Administrators was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

112 - Environmental Health and Safety Administrators
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 112 - Environmental Health and Safety Administrators. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

113 - Law Enforcement Administrators
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 113 - Law Enforcement Administrators. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

114 - Engineer/Architect Administrators
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 114 - Engineer/Architect Administrators. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 114- This pool of feeder positions for job group 114 - Engineer/Architect Administrators was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1J1 - Stu Ser Ad
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 1J1 - Stu Ser Ad. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations 1J1, 2A1, 2C1, 2F1, 2U1- This pool of feeder positions for job group 1J1 - Stu Ser Ad was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool
reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

20A1 - Accounting
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A1 - Accounting. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A2 - African Literature
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A2 - African Literature. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A3 - Agricultural Economics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A3 - Agricultural Economics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A4 - Agronomy & Crop Management
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A4 - Agronomy & Crop Management. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A6 - Anatomy
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A6 - Anatomy. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A7 - Animal Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A7 - Animal Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A8 - Anthropology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A8 - Anthropology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A9 - Apparel Design (Clothing & Textiles)
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A9 - Apparel Design (Clothing & Textiles). This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A10 - Applied & Engineering Physics**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A10 - Applied & Engineering Physics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A11 - Architecture**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A11 - Architecture. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A12 - Asian Studies**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A12 - Asian Studies. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A13 - Astronomy**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A13 - Astronomy. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A14 - Atmospheric Science & Meteorology**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A14 - Atmospheric Science & Meteorology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A15 - Bio and Envir Engineering**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A15 - Bio and Envir Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**20A16 - Bioengineering**
Factor 1: **2014 SED and IPEDS Data** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A16 - Bioengineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations -

20A17 - Biogeochemistry
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A17 - Biogeochemistry. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A18 - Biological Sciences
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A18 - Biological Sciences. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A19 - Biomathematics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A19 - Biomathematics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A20 - Biomedical Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A20 - Biomedical Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A21 - Business
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A21 - Business. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A22 - Cell Biology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A22 - Cell Biology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A23 - Chemical and Biomolecular Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A23 - Chemical and Biomolecular Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations -

20A24 - Chemistry
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A24 - Chemistry. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
usually seeks or reasonably would seek workers to fill positions in job group 20A24 - Chemistry. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A25 - City and Regional Planning
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A25 - City and Regional Planning. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A26 - Civil & Environmental Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A26 - Civil & Environmental Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A27 - Classics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A27 - Classics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A28 - Communication
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A28 - Communication. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A29 - Community & Economic Development
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A29 - Community & Economic Development. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A30 - Comparative Literature
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A30 - Comparative Literature. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A31 - Computer Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A31 - Computer Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-
20A32 - Earth Sciences
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A32 - Earth Sciences. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A33 - Ecology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A33 - Ecology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A34 - Ecology & Evolutionary Biology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A34 - Ecology & Evolutionary Biology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A35 - Economics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A35 - Economics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A36 - Education
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A36 - Education. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A37 - Electrical and Computer Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A37 - Electrical and Computer Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A38 - English
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A38 - English. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A39 - Entomology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A39 -
Entomology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A40 - Entrepreneurship
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A40 - Entrepreneurship. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A41 - Environmental & Resource Economics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A41 - Environmental & Resource Economics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A42 - Environmental Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A42 - Environmental Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A44 - Environmental Policy
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A44 - Environmental Policy. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A45 - Environmental Sciences
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A45 - Environmental Sciences. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A46 - Epidemiology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A46 - Epidemiology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A47 - Evolutionary Biology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A47 - Evolutionary Biology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-
20A48 - Facilities Management, Planning & Design
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A48 - Facilities Management, Planning & Design. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A49 - Fiber Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A49 - Fiber Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A50 - Finance
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A50 - Finance. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A51 - Fine and Studio Arts
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A51 - Fine and Studio Arts. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A52 - Food and Beverage Management
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A52 - Food and Beverage Management. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A53 - Food Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A53 - Food Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A54 - Genomics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A54 - Genomics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A55 - German Studies
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A55 - German Studies. This area was chosen based on current practices and was drawn in such a way as
not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A56 - Government
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A56 - Government. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A57 - History
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A57 - History. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A58 - History of Art
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A58 - History of Art. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A59 - Horticulture
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A59 - Horticulture. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A60 - Human Development
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A60 - Human Development. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A61 - Human Resource Management
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A61 - Human Resource Management. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A62 - Hydrology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A62 - Hydrology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A63 - Industrial Relations
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A63 - Industrial Relations. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A64 - Information Systems
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A64 - Information Systems. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A65 - Interior Design
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A65 - Interior Design. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A66 - International Studies
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A66 - International Studies. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A67 - LAW
Factor 1: United States- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A67 - LAW. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A68 - Library
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A68 - Library. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A69 - Linguistics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A69 - Linguistics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A70 - Management & Organizational Behavior
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A70 - Management & Organizational Behavior. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A71 - Managerial Communication**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A71 - Managerial Communication. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A72 - Marketing**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A72 - Marketing. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A73 - Materials Science and Engineering**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A73 - Materials Science and Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A74 - Mathematics**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A74 - Mathematics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A75 - Mechanical & Aerospace Engineering**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A75 - Mechanical & Aerospace Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A76 - Mechanical Engineering**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A76 - Mechanical Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A77 - Microbiology**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A77 - Microbiology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations*

**20A78 - Molecular Biology and Genetics**
Factor 1: *2014 SED and IPEDS Data* - This is the geographical area from which the University
usually seeks or reasonably would seek workers to fill positions in job group 20A78 - Molecular Biology and Genetics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A79 - Music
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A79 - Music. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A80 - Natural Resources
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A80 - Natural Resources. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A81 - Near Eastern Studies
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A81 - Near Eastern Studies. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A82 - Neurobiology & Behavior
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A82 - Neurobiology & Behavior. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A83 - Nutritionist
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A83 - Nutritionist. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A84 - Nutritionist Biochemist
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A84 - Nutritionist Biochemist. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

20A85 - Operations Management
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A85 - Operations Management. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-
20A86 - Operations Research and Informational Engineering
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A86 - Operations Research and Informational Engineering. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A87 - Pathology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A87 - Pathology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A88 - Performing and Media Arts
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A88 - Performing and Media Arts. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A89 - Pharmacology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A89 - Pharmacology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A90 - Philosophy
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A90 - Philosophy. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A91 - Physics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A91 - Physics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A92 - Physiology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A92 - Physiology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A93 - Plant Biology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University
usually seeks or reasonably would seek workers to fill positions in job group 20A93 - Plant Biology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A94 - Plant Breeding
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A94 - Plant Breeding. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A95 - Plant Pathology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A95 - Plant Pathology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A96 - Policy Analysis
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A96 - Policy Analysis. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A97 - Political Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A97 - Political Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A98 - Psychology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A98 - Psychology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A99 - Real Estate Development
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A99 - Real Estate Development. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A100 - Romance Studies
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A100 - Romance Studies. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-
20A101 - Science & Technology Studies
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A101 - Science & Technology Studies. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A102 - Sociology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A102 - Sociology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A103 - Soil Science
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A103 - Soil Science. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A104 - Statistics
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A104 - Statistics. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A105 - Strategic Management
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A105 - Strategic Management. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A107 - Veterinary Medicine
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A107 - Veterinary Medicine. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

20A108 - Wildlife Ecology
Factor 1: 2014 SED and IPEDS Data- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 20A108 - Wildlife Ecology. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

2A1 - Stu Sen Sp
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2A1 - Stu Sen Sp. This
area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations 2A1, 2A2, 2L1, 2L2, 2L3, 2Q3, 3B1, 5F1** - This pool of feeder positions for job group 2A1 - Stu Sen Sp was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2A2 - Stu Ser Sp**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2A2 - Stu Ser Sp. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations 5E1, 5F1** - This pool of feeder positions for job group 2A2 - Stu Ser Sp was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2B1 - Couns Ther**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2B1 - Couns Ther. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Current Year Promotions** - This pool of feeder positions for job group 2B1 - Couns Ther was chosen reflect the employment statistics of those jobs from which promotions actually occurred in the past twelve months. This pool was defined in such a way as not to have the effect of excluding minorities or women.

**2C1 - Health Pro**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2C1 - Health Pro. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**2D1 - Health Specialists**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D1 - Health Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**2D2 - Environmental Spec**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D2 - Environmental Spec. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: **Feeder Job Computations**

**2D3 - Fire Safety & Emergency Specialists**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D3 - Fire Safety &
Emergency Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*

**2D4 - Hazard Material Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D4 - Hazard Material Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*

**2D5 - Biosafety Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D5 - Biosafety Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*

**2D6 - Radiation Safety Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D6 - Radiation Safety Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2D6*- This pool of feeder positions for job group 2D6 - Radiation Safety Specialists was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2D7 - Emergency Services/Management Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D7 - Emergency Services/Management Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*

**2D8 - Environmental Engineering Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D8 - Environmental Engineering Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2D8*- This pool of feeder positions for job group 2D8 - Environmental Engineering Specialists was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2D9 - Occupational Health & Safety Specialists**
Factor 1: *US_NY &9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2D9 - Occupational Health & Safety Specialists. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2D9, 3F1*- This pool of feeder positions for job group 2D9 -
Occupational Health & Safety Specialists was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2E1 - Nurse Phys
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2E1 - Nurse Phys. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2E1- This pool of feeder positions for job group 2E1 - Nurse Phys was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2F1 - Phys Ath
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2F1 - Phys Ath. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2F1- This pool of feeder positions for job group 2F1 - Phys Ath was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2G1 - Comm Prof
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2G1 - Comm Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2A2, 2G1, 3B1, 5F1- This pool of feeder positions for job group 2G1 - Comm Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2H1 - Restauratr
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2H1 - Restauratr. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2H1, 9D1- This pool of feeder positions for job group 2H1 - Restauratr was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2I1 - Edit Write
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2I1 - Edit Write. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: **Feeder Job Computations 2I1, 3E1** - This pool of feeder positions for job group 2I1 - Edit Write was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2J1 - Alum Prof**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2J1 - Alum Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: **Feeder Job Computations 2G1, 2J1, 5E1, 5F1** - This pool of feeder positions for job group 2J1 - Alum Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2K1 - HR Prof**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2K1 - HR Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: **Feeder Job Computations 2K1, 5C1** - This pool of feeder positions for job group 2K1 - HR Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2L1 - Sr Ad Prof**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2L1 - Sr Ad Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: **Feeder Job Computations 2L2, 2N1, 2Q3, 5F1** - This pool of feeder positions for job group 2L1 - Sr Ad Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2L2 - Admin Prof**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2L2 - Admin Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: **Feeder Job Computations 2G1, 2L2, 3D1, 5B1, 5F1, 5H1, 7B2** - This pool of feeder positions for job group 2L2 - Admin Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2L3 - Exec Asst**
Factor 1: **US_NY_&9 Counties** - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2L3 - Exec Asst. This
area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5E1, 5F1* - This pool of feeder positions for job group 2L3 - Exec Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2M1 - Engineer/Architect Professionals**

Factor 1: *US_NY_&9 Counties* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2M1 - Engineer/Architect Professionals. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5H1* - This pool of feeder positions for job group 2M1 - Engineer/Architect Professionals was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2N1 - Finan Prof**

Factor 1: *US_NY_&9 Counties* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2N1 - Finan Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2N1, 5B1* - This pool of feeder positions for job group 2N1 - Finan Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2O1 - Mus Lib Ar**

Factor 1: *US_NY_&9 Counties* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2O1 - Mus Lib Ar. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5B1* - This pool of feeder positions for job group 2O1 - Mus Lib Ar was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2P1 - Grant Cont**

Factor 1: *US_NY_&9 Counties* - This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2P1 - Grant Cont. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 5B1, 5F1* - This pool of feeder positions for job group 2P1 - Grant Cont was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**2Q1 - Sr Res Sup**
Factor 1: *US_NY_&9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q1 - Sr Res Sup. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2Q1, 2Q2*- This pool of feeder positions for job group 2Q1 - Sr Res Sup was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2Q2 - Mid Res Su

Factor 1: *US_NY_&9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q2 - Mid Res Su. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2Q3, 3A1, 3E1*- This pool of feeder positions for job group 2Q2 - Mid Res Su was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2Q3 - Res Sup

Factor 1: *US_NY_&9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q3 - Res Sup. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 3E1, 3I1, 6G1*- This pool of feeder positions for job group 2Q3 - Res Sup was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2Q4 - Exten Sup

Factor 1: *US_NY_&9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q4 - Exten Sup. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2Q4, 3H1*- This pool of feeder positions for job group 2Q4 - Exten Sup was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2Q5 - Data An

Factor 1: *US_NY_&9 Counties*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q5 - Data An. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 2S1, 3E1, 5F1*- This pool of feeder positions for job group 2Q5 - Data An was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.
2Q6 - Teach Sup
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2Q6 - Teach Sup. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2Q4, 2Q6, 3G1, 3I1- This pool of feeder positions for job group 2Q6 - Teach Sup was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2R1 - Agr Prof
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2R1 - Agr Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 8B1- This pool of feeder positions for job group 2R1 - Agr Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2S1 - Sys Eng Op
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2S1 - Sys Eng Op. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2S1, 2U2, 3A1, 5F1- This pool of feeder positions for job group 2S1 - Sys Eng Op was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2T1 - Sr Con Adv
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2T1 - Sr Con Adv. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

2T2 - Cons Advis
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2T2 - Cons Advis. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

2U1 - Sr Prog An
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2U1 - Sr Prog An. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2U2- This pool of feeder positions for job group 2U1 - Sr
Prog An was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2U2 - Prog Analy
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2U2 - Prog Analy. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2S1, 2U2, 3A1, 3B1, 5B1- This pool of feeder positions for job group 2U2 - Prog Analy was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2V1 - Facilities Professionals
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2V1 - Facilities Professionals. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2D3, 2M1, 2R1, 2V1, 5H1- This pool of feeder positions for job group 2V1 - Facilities Professionals was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2V2 - Real Estate Professionals
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2V2 - Real Estate Professionals. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

2V3 - Law Enforcement Supervisors
Factor 1: US_NY_&9 Counties- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 2V3 - Law Enforcement Supervisors. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 2V3- This pool of feeder positions for job group 2V3 - Law Enforcement Supervisors was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3A1 - Comp Oper
Factor 1: Ithaca, NY Metropolitan Statistical Area 90%; United States 10%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3A1 - Comp Oper. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 3A1- This pool of feeder positions for job group 3A1 - Comp Oper was chosen based on reasonable paths of progression within the University and
includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3B1 - Pub Med As
Factor 1: Ithaca, NY Metropolitan Statistical Area 90%; United States 10%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3B1 - Pub Med As. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 3B1- This pool of feeder positions for job group 3B1 - Pub Med As was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3C1 - Drafters
Factor 1: Ithaca, NY Metropolitan Statistical Area 90%; United States 10%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3C1 - Drafters. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

3D1 - Animal Tec
Factor 1: Ithaca, NY Metropolitan Statistical Area 84.38%; United States 10%; New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area 5.62%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3D1 - Animal Tec. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 3D1, 3I1- This pool of feeder positions for job group 3D1 - Animal Tec was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3E1 - Res Aides
Factor 1: Ithaca, NY Metropolitan Statistical Area 90%; United States 10%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3E1 - Res Aides. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 3E1, 3I1- This pool of feeder positions for job group 3E1 - Res Aides was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3F1 - Fire Safety & Emergency Technicians
Factor 1: Ithaca, NY Metropolitan Statistical Area 90%; United States 10%- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3F1 - Fire Safety & Emergency Technicians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-
3G1 - Health Tec
Factor 1: *Ithaca, NY Metropolitan Statistical Area 90%*; *United States 10%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3G1 - Health Tec. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 3I1*- This pool of feeder positions for job group 3G1 - Health Tec was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3H1 - Prog Aide
Factor 1: *Ithaca, NY Metropolitan Statistical Area 43.1%*; *New York-Northern New Jersey-Long Island, NY-NJ-PA Metropolitan Statistical Area 40.56%*; *United States 10%*; *Rochester, NY Metropolitan Statistical Area 6.34%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3H1 - Prog Aide. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 3H1, 3I1, 5E1*- This pool of feeder positions for job group 3H1 - Prog Aide was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3I1 - Lab Res
Factor 1: *Ithaca, NY Metropolitan Statistical Area 84.29%*; *United States 10%*; *Rochester, NY Metropolitan Statistical Area 5.71%*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 3I1 - Lab Res. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 3I1*- This pool of feeder positions for job group 3I1 - Lab Res was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

4A1 - Purch Prof
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 4A1 - Purch Prof. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 4A1, 5B1, 5F1*- This pool of feeder positions for job group 4A1 - Purch Prof was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

4B1 - Retail Ast
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 4B1 - Retail Ast. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 4B1, 5E1*- This pool of feeder positions for job group 4B1 -
Retail Ast was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5A1 - Lib Asst
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5A1 - Lib Asst. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5A1, 5D1- This pool of feeder positions for job group 5A1 - Lib Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5B1 - Finan Asst
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5B1 - Finan Asst. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5B1, 5E1, 5F1- This pool of feeder positions for job group 5B1 - Finan Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5C1 - HR Asst
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5C1 - HR Asst. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5B1, 5C1- This pool of feeder positions for job group 5C1 - HR Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5D1 - Admin Entr
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5D1 - Admin Entr. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

5E1 - Admin Asst
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5E1 - Admin Asst. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5D1- This pool of feeder positions for job group 5E1 - Admin Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current
practices and was defined in such a way as not to have the effect of excluding minorities or women.

5F1 - Admin Sen
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5F1 - Admin Sen. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5B1, 5D1, 5E1, 5F1, 5I1, 5J1- This pool of feeder positions for job group 5F1 - Admin Sen was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5G1 - Comm Asst
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5G1 - Comm Asst. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5F1, 5G1- This pool of feeder positions for job group 5G1 - Comm Asst was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5H1 - Building and Facilities Coordinators
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5H1 - Building and Facilities Coordinators. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 5H1, 6G1- This pool of feeder positions for job group 5H1 - Building and Facilities Coordinators was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5I1 - Stockkeep
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5I1 - Stockkeep. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

5J1 - Tran Mail
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 5J1 - Tran Mail. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

6A1 - Maint Rep
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6A1 - Maint Rep. This
area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations 6A1, 7B1, 8A1-** This pool of feeder positions for job group 6A1 - Maint Rep was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**6B1 - Plumbers**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6B1 - Plumbers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations 6A1, 6B1-** This pool of feeder positions for job group 6B1 - Plumbers was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**6C1 - Electric**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6C1 - Electric. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations-**

**6D1 - Masons**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6D1 - Masons. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations-**

**6E1 - Carpenters**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6E1 - Carpenters. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations-**

**6F1 - Plant Tech**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6F1 - Plant Tech. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**Factor 2: Feeder Job Computations 6F1-** This pool of feeder positions for job group 6F1 - Plant Tech was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**6F2 - Sheet Metal Workers**
Factor 1: **9 Counties Ny US-** This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6F2 - Sheet Metal
Workers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*

**6G1 - Equip Tech**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6G1 - Equip Tech. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: *Feeder Job Computations 6G1*- This pool of feeder positions for job group 6G1 - Equip Tech was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

**6H1 - Vehic Main**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 6H1 - Vehic Main. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**7A1 - Bakers**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7A1 - Bakers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**7B1 - Drivers**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7B1 - Drivers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**7B2 - Emergency Dispatchers**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7B2 - Emergency Dispatchers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**7B3 - Charter Bus Drivers**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7B3 - Charter Bus Drivers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

**7C1 - Painters**
Factor 1: *9 Counties Ny US*- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 7C1 - Painters. This area
was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: Feeder Job Computations-

8A1 - Gro Maint
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 8A1 - Gro Maint. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 8A1- This pool of feeder positions for job group 8A1 - Gro Maint was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

8B1 - Agri Work
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 8B1 - Agri Work. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

8C1 - Mat Hand
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 8C1 - Mat Hand. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 8C1- This pool of feeder positions for job group 8C1 - Mat Hand was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

9A1 - Police Officers
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9A1 - Police Officers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

9A2 - Other Protective Service Workers
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9A2 - Other Protective Service Workers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

9B1 - Cooks
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9B1 - Cooks. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 9B1, 9C1, 9D1, 9E1- This pool of feeder positions for job group 9B1 - Cooks was chosen based on reasonable paths of progression within the
University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

9C1 - DMO
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9C1 - DMO. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

9D1 - FSW Kitch
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9D1 - FSW Kitch. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-

9E1 - Custodians
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9E1 - Custodians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 9E1- This pool of feeder positions for job group 9E1 - Custodians was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

9F1 - Hd Custodian
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9F1 - Hd Custodian. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations 9E1- This pool of feeder positions for job group 9F1 - Hd Custodian was chosen based on reasonable paths of progression within the University and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

9G1 - Semi Skill
Factor 1: 9 Counties Ny US- This is the geographical area from which the University usually seeks or reasonably would seek workers to fill positions in job group 9G1 - Semi Skill. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.
Factor 2: Feeder Job Computations-
Comparison of Incumbency vs. Estimated Availability
41 C.F.R. 60-2.15

Cornell University has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the University determined whether the difference was greater than could reasonably be expected using the utilization rule of one whole person. "A placement goal is set when employment is less than availability by at least one whole person". The comparison of availability with actual representation follows:
As required by applicable regulations, Cornell University has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected, given their availability percentage in that job group, the University established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.

- In all employment decisions, the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or other characteristic protected by law.

- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.

- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the University will develop action oriented steps to increase the recruitment and training of minorities or women, or both.
We have conducted analyses of our total employment process, including evaluating the workforce by organizational unit and job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

Composition of the Workforce by Organizational Unit

Of the 42 departments in this AAP, 38 or 90.48% include minorities, and 42 or 100% include females. Our analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

Composition of the Workforce by Job Group

Pursuant to OFCCP regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job groups 1E1, 1F1, 1G1, 20A11, 20A37, 20A90, 2F1, 2G1, 2H1, 2L1, 2Q1, 2Q2, 2Q4, 2S1, 2U1, 3D1, 5B1, 5J1, 6A1, 8B1, and 9F1.

- Our analysis indicates that, for women, incumbency is less than availability by a statistically significant amount in job groups 1B1, 20A24, 20A34, 20A74, 20A78, 20A82, 20A91, 20A98, 2Q1, 2Q2, 2Q6, 2S1, 3A1, 5A1, 5E1, and 6A1.

- The University has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to reach the placement goals established by implementing action oriented programs, which are detailed elsewhere in this AAP.

Analysis of Progress Towards Prior Year Goals

In establishing placement goals, the following principles apply:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the University has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.

- In all employment decisions, the University makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment
status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.

- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the University to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

A review of progress and goal attainment by job group for the period from July 01, 2015 to June 30, 2016 reveals the following:
Personnel Activity

The University has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Applicant Flow

During the plan year, July 01, 2015 to June 30, 2016, the University listed all non-executive positions lasting three days or more not expected to be filled from within the appropriate state employment service delivery system. The University accepted applications for open positions, and all persons interested in obtaining employment with the University were advised to apply according to the University's current policy. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this reflecting process.

The University believes applicant flow is not and will not be a problem area. Our analysis reveals that the percentage of minority and female applicants compares very favorably with the general availability in the respective categories. The University's success in implementing and communicating affirmative action and outreach efforts.

The following report summarizes applicant flow by job group:
Hires

The Human Resources Department develops all procedures and all hiring at the University is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

- Job descriptions have been reviewed and revised to make sure duties are accurately described, that the experience and education requirements are job related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

- Application forms have been reviewed to ensure all requested information is job related, and the forms comply with all applicable laws. In addition, all forms state the University is an Equal Opportunity/Affirmative Action Employer.

- Cornell University representatives who are involved in the selection process have been briefed on the University's obligations.

- Where applicable, tests have been reviewed and are administered and conducted in a non-discriminatory manner.

- All employees are encouraged to refer qualified applicants to the University for employment. In addition, the University has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.

- Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicants' knowledge, skills, abilities, and any other job related criteria.

A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 1240 new employees hired during the period from July 01, 2015 to June 30, 2016 including 269 minorities at 22% and 690 women at 56%.

The following report summarizes hiring activity by job group:
Promotion Practices

A review of promotion data indicates these selection decisions are being made in a non-discriminatory manner. To ensure that such decisions are being made in a non-discriminatory manner, the following equal employment opportunity practices are in place:

- The University provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
- Employees are encouraged to contact their supervisor and/or the Human Resources Department, at any time, should they desire information relative to another position within the University.
- Management initiated promotions are based on performance and other job related criteria without discrimination on account of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- Most promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of the manager.
- The University's career development program enables all employees to designate career paths and positions for which they wish to be considered.

A summary of promotion actions for the year is included on the following page:
Compensation Systems

As part of its affirmative action obligations, the University has reviewed its compensation systems to determine whether those systems are being administered without regard to an individual's sex, race, ethnicity, or other characteristic protected by law. Our analysis did not identify any significant problem areas. If the University discovers significant compensation system differences between individuals who are similarly situated, it will determine whether they are the result of legitimate, nondiscriminatory factors.

Terminations

The University has evaluated its termination practices to determine whether there are disparities on the basis of sex, race or ethnicity. When terminations or reductions in force are necessary, the University makes its decisions without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

A report summarizing terminations by job group follows:
Outreach Recruitment and Other Good Faith Efforts

Cornell University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected individuals. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected individuals, it engages in outreach, positive recruitment, and internal and external dissemination programs to augment its existing affirmative efforts. The University engages in or has made plans to implement the following activities:

- Written notification of University's affirmative action policy is sent to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. Cornell University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders, and requires all qualified contractors and subcontractors to develop and maintain a written AAP.

- Cornell University advertisements or solicitations for prospective employees indicate that Cornell University is an equal opportunity employer.

- The University will inform recruiting sources of Cornell University's policy of affirmative action for protected individuals. Recruiting sources will be requested to actively recruit and refer qualified protected individuals for all positions.

- Cornell University will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for protected individuals and send them notices of vacant positions. When appropriate, the University will invite community service and other outreach partners to tour the office and discuss the University, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the University will suggest a telephone meeting so they can better identify qualified individuals for our positions.

- When the University recruits at colleges and universities, it will incorporate efforts to reach students who are covered by this AAP.

- The University includes a copy of its Equal Employment Opportunity and Affirmative Action Policy Statement in its Policy Manual. When applicable, Cornell University publicizes the policy in University publications. The policy is discussed in both new employee orientation and management training programs.

- Cornell University's policy on equal employment opportunity and affirmative action is posted on University bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under Executive Order 11246, as amended. The University also posts a copy of the policy in electronic format in a conspicuous location on the University intranet, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy.

- The University's employment application and electronic application processes include information about the Cornell University's commitment to equal employment
opportunity and affirmative action.

- All other required affirmative action notices and policy statements are posted on University bulletin boards and are updated annually.

- Executives, management officials, supervisors, and other employees of the University are encouraged to assist in the effort to disseminate Cornell University's policy of affirmative action to appropriate individuals outside of the University. Meetings with executive management and supervisory personnel will be conducted at least annually to explain the University’s policy of affirmative action, to make clear the Interim University President's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.

- Cornell University will seek to include individuals covered by this AAP when employees are pictured in consumer and personnel recruitment advertising.

- The University will communicate to employees its obligation to take affirmative action to employ protected individuals and will encourage employee referral of covered applicants.

- An invitation to participate in Cornell University's policy of affirmative action is disseminated to all applicants, as well as to all employees once the University has extended a job offer, but before beginning employment duties.

- All personnel and employment records made or kept by the University are retained for the required period as mandated by OFCCP regulations.

- The University files annual EEO-1 and veteran employment reports with the appropriate agencies.
The University has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The University has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.

Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of sex, gender, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The University has carefully evaluated the total selection process and found it to be free from discrimination.

- We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
- Any tests administered by the University are job related and given to all applicants for applicable positions.
- Application forms do not contain questions with potential discriminatory effects.
- The University does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.

The University has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:

- Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
- The University relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.
- The University provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, University rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
- Local organizations will be contacted for referrals of potential minority and female employees.
• The University utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.

• Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
  
  • Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.

  • We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from July 01, 2015 to June 30, 2016, targeted recruitment activities were conducted.

The University has implemented the following programs and procedures to guarantee minority and female employees are given equal opportunities for promotion:

• On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.

• The University utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.

• Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.

• Seniority practices are not a problem since the University has no formal seniority system except within its bargaining unit contracts. Promotions are based on merit selection principles.

• We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.

• Special internal training programs are provided as necessary to ensure the achievement of our placement goals. Programs are offered to eligible employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

• We will continue to participate in targeted external training programs.
Internal Audit and Reporting System
41 C.F.R. 60-2.17

It is the responsibility of the University's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the University's Affirmative Action Policy, and to measure the effectiveness of Cornell University's AAP.

The University's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the University's objectives are being attained
- Determine whether protected individuals have had the full opportunity to equal employment and to participate in all University sponsored educational, training, recreational, and social activities
- Measure the University's compliance with the AAP's specific obligations
- Document the actions taken to monitor the University's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, University may take the following actions:

- Audits its voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification
- Monitors records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Reports on the organization's progress towards equal employment opportunity, and any identified problem areas, to top management and those involved in the selection process, so that immediate and appropriate steps can be taken to resolve any issues
- Examines available utilization and benchmark data regarding protected individuals and develops action-oriented programs to address any areas of underutilization
- Reviews available data computations and analyses regarding applicants and hires
- Reviews the effectiveness of its recruitment and outreach activities
- Audits its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action
- Audits its job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action, and that such postings are timely
listed with the appropriate state employment delivery system

- Audits its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action

- Audits its personnel processes to ensure that individuals have equal opportunity in employment without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law

- Audits any mental and physical qualifications to ensure that they are job-related and consistent with business necessity

Where the affirmative action program is found to be deficient, University shall endeavor to undertake necessary action to bring the program into compliance.
Conclusion

Development and Implementation of Diversity and Inclusion Programs

Pursuant to 41 CFR § 60-2.17 (c), Cornell University endeavors to “develop and execute action-oriented programs designed to correct any problem areas pursuant to § 60-2.17 (b) and to attain established goals and objectives.” A combination of recruitment, retention, and climate-focused initiatives enable the university to correct deficiencies in representation. While recruitment-oriented programs have been identified in conjunction with specific job groups, broadly focused recruitment, as well as retention and climate-focused initiatives. Retention-focused initiatives provide direct interpersonal and structural support for individuals who because of their race, sex/gender, age, national origin, religion, sexual orientation, disability status, and/or veteran status are underrepresented in their specific job type (e.g., Administrative Assistants) or College/Administrative Unit (e.g. Infrastructure Properties and Planning). Climate-focused initiatives aim to create an organizational culture where multiple, diverse perspectives, personal needs, and career goals are valued and supported, enabling fuller participation by all members of the Cornell community in the university’s pursuit of its mission and goals.

Both retention and climate-focused initiatives are grounded in Cornell University’s “Open Doors, Open Hearts, and Open Minds: Statement on Diversity and Inclusiveness” which incorporates a desire to have a community that reflects a wide representation of attribute diversity (different personal characteristics such as race, sex/gender, age, national origin, religion, sexual orientation, disability status, veteran status, and ex-offender status) throughout all departments, colleges, and academic programs, and at all levels of the university.

Staff and faculty share responsibility for upholding Cornell’s organizational values and achieving clear organizational goals and objectives in a mutually respectful work and educational environment. All new supervisors are strongly encouraged to enroll in the New Supervisor Development Certificate Program (NSDCP), which includes the session, “Creating a Climate for Diversity and Inclusion at Cornell University,” conducted by the Department of Inclusion and Workforce Diversity. Instructor-led workshops are offered through the Guide to Workshops that help participants learn how to promote diversity and inclusion, such as “Coming Out in the Workplace,” “Learning about the Accommodation Process (Religious and Disability),” and “Transitioning to the Civilian Workforce: Strategies for Veterans.” In addition, all new employees attend the “Welcome to Cornell” new staff and faculty orientation program. During this presentation, staff and faculty learn about Cornell’s mission as well as the history of the university’s commitment to diversity and inclusiveness.

Finally, Cornell faculty, staff and supervisors are all required to attend Cornell’s new Respect at Cornell online program. There are three versions, one targeted for each population mentioned previously. This program includes a brief video that addresses Title IX sexual discrimination issues, including preventing and addressing sexual violence.

Reporting Bias System

In addition to the procedures available through the Office of Workforce Policy and Labor Relations, the Judicial Administrator, and the University Ombudsman, members of the university community can utilize the university’s Reporting Bias System to address issues that impact the university’s commitment to diversity and inclusiveness. In November of 2000, the university’s Reporting Bias System was developed to supplement existing discrimination procedures and processes and to support the efforts of administrative units who address bias activity, such as the Cornell University Police, the Judicial Administrator, the University
Ombudsman, and (what was then the Office of Workforce Diversity, Equity and Life Quality and is now) the Department of Inclusion and Workforce Diversity. In 2006, this protocol was made part of Cornell University’s Policy 6.4, Prohibited Discrimination, Protected-Status Harassment, Sexual Harassment, and Sexual Assault and Violence[1]. Under this program, the university defined a special category of bias activity in which the perpetrators are not known as “bias incidents,” to distinguish them from other types of bias activity such as bias/hate crimes or bias/discrimination complaints. The goal of this protocol is to respond to bias activity by educating the university community on the occurrence of bias incidents and crimes, providing support-related resources to individuals who have experienced bias activity, and developing programs to assist with eliminating future bias activity. Information about the bias protocol can be found at http://hr.cornell.edu/diversity/reporting/bias_response.html. To better connect with the student population, a QR code has also been developed to send individuals with a handheld device directly to the reporting bias form.

Cornell is committed to addressing actions that impact the climate. The university’s Reporting Bias System addresses issues that impact the university’s commitment to diversity and inclusiveness. The primary goal of this program is to respond to bias activity by advising the university community of the occurrence of bias incidents and crimes, providing support-related resources to individuals who have experienced bias activity and developing programs that will help to prevent or eliminate bias activity. The program’s process is not intended to be punitive in nature. In addition, the university is committed to a climate free of bias, the provision of opportunities for meaningful work, and possibilities for advancement of all individuals, regardless of race, color, creed, religion, national or ethnic origin, sex, sexual orientation, gender identity or expression, age, disability, or veteran status.

Through the university’s Reporting Bias System, including discrimination complaints received from the entire Cornell community, including but not limited to faculty, staff, and students, 113 reports of bias activity were received for the 2015-2016 fiscal year. Of these, 56 reports were based on Race/Color, 33 reports were based on Ethnicity, 16 reports were based on Sexual Orientation, and 28 were based on Gender/Gender Identity/Expression. The remaining reports were based on Religion/Creed, National Origin, and Disability. The majority of these reports involved student to student complaints.

**Religious Accommodation in the Workplace**

One of Cornell’s policies that promotes diversity is its Religious Accommodation Policy, Policy 6.13.8, which applies to faculty, academic and Non-Academic staff, and student employees, and sets forth a process for the university to provide reasonable workplace accommodations for an employee’s religious beliefs. The Office of Workforce Policy and Labor Relations received seven formal religious accommodation request during 2015-2016 year, and many more requests are accommodated without formal notification under the policy. Such accommodations include leave for religious observance, time and/or place to pray; change in work schedules; and job reassignments, among many others.

**Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Communities**

Cornell University is dedicated to the creation of an affirming environment for lesbian, gay, bisexual, transgender, and queer (LGBTQ) people. As such, the university proactively assures inclusiveness in its policies, programs, benefits and dedicated staff positions. In 1994, the university created an LGBT Resource Center which coordinates the efforts of the entire Cornell community to ensure the inclusion of all lesbian, gay, bisexual, transgender, queer,
questioning, intersex, and asexual (LGBTQQIA) individuals and works to eliminate discrimination based upon sexual orientation, gender identity and expression.

The LGBT Resource Center is also the home of over 20 undergraduate and graduate student organizations and serves as a community center and gathering space for LGBTQQIA+ students, staff, and faculty. The Center is located on campus and is staffed by a dedicated full-time professional.

After celebrating its 20th year on campus during the 2014-2015 academic year, the LGBT Resource Center continues to serve as a hub of campus engagement. Cored in the principles of education, outreach, advocacy, and support – the LGBT Resource Center strives to provide the following resources to the Cornell community:

- Workshops on gender and sexuality;
- Individual consultations and support;
- Student group advising;
- Mentoring to undergraduate and graduate students;
- Peer education programs;
- Student Internship Program;
- Programs focused on persistence and retention;
- Policy review and evaluation;
- Academic program connections;
- Alumni connections and affiliation;
- Community news and events;
- LGBTQ lending library;
- Active social media and networking presence

**Signature Programs**
The LGBT Resource Center at Cornell provides a variety of signature programs to the campus community.

**First Year Queer Connections**
The First Year Queer Connections Group is an immersion program for LGBT & Ally first year and transfer students. The group is meant to assist students in their transition from high school to college and provide support through social, academic and excursion events. The members of the group coordinate their events each year based on group interest.

**Safer People: Safer Places LGBTQA Support Network**
The Safer People/Safer Places network beginning fall 2015 seeks to create a safer and more inclusive environment for all members of the campus community by reducing heterosexism, homophobia, biphobia, transphobia, and queerphobia. Through the program and the display of Safer People: Safer Places decals, the program creates a visible and supportive network of lesbian, gay, bisexual, transgender, queer, questioning, asexual, intersex, and ally members of the campus community who have a basic knowledge about issues of sexual orientation and gender identity and are able to provide support and referrals to members of the campus community.
**Trans* 101 Workshop**
Explores basic terminology associated with the transgender and/or gender non-conforming community, engages participants in a discussion around gender non-conforming issues, processes, and highlights some of the challenges encountered by these community members. The training concludes with ways to be an ally to these community members and challenges us to recognize our own privileges.

**LGBTQ Mentorship Program**
The LGBTQ Mentorship Program connects Cornell LGBTQ undergraduate students with graduate students. The mission of the program is to provide support concerning issues of sexual orientation and/or gender identity as well as ways to navigate Cornell and the world as an LGBTQ identified individual.

**LGBT Resource Center Internship and Volunteer Programs**
Each year, the LGBT Resource Center hires students to serve as student interns and engages volunteers for the Center and the Cornell Community. The positions vary, but each provide students interested in justice related initiatives with practical applications of theory and assist the Center with moving new initiatives forward at Cornell.

**Q'Lead: Queer Leadership Program**
Q'Lead is a program for students who are interested in exploring queer identity and developing leadership skills that will help them serve their communities. Participants will be expected to complete a campus and/or community project as part of the program.

**Peer Education: PEGS - Peer Educators on Gender and Sexuality**
PEGS plans and implements panels comprised of LGBTQIA+ students in which they provide introductory information about sex, gender and sexuality. Panelists also share stories about their own experiences that help contextualize and humanize LGBTQIA+ identities. Overall, PEGS strives to create an open forum to facilitate discussion about LGBTQIA+ issues and provides resources for further information.

**Lavender Graduation**
Lavender Graduation is an inspiring and affirming ceremony that celebrates the achievements of graduating students and alumni in the lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally (LGBTQQIA) community from Cornell University. Lavender Graduation is our chance to celebrate the achievements of the past year and honor graduates from the LGBTQQIA community.

In addition to the LGBT Resource Center’s groups, programs, and services, we work closely with our academic partners: the LGBT studies program and the Human Sexuality Collection (HSC). The LGBT studies program is housed within the College of Arts and Sciences. Undergraduate and graduate students can opt to complete a minor in LGBT studies through a variety of courses offered in various schools and colleges each semester. Founded in 1988, the HSC is one of the oldest and largest collections of human sexuality material in the country.

The university’s policies, including University Policy 6.4, “Prohibited Discrimination, Protected-Status Harassment, Sexual Harassment, and Sexual Assault and Violence,” also prohibit discrimination or harassment based on sexual orientation or gender identity/expression and the university implemented a Bias Response Program in 2000 that addresses incidents of bias based on, among other things, sexual orientation and gender identity/expression, and provides support to those who experience or witness such incidents.

Importantly, the university’s benefits programs include same-gender couple-headed families
under health and life insurance as well as child-care and adoption assistance grants. Parental leave is also available when the same-gender partner is the birth parent or when either partner is the primary adoptive parent. In addition, the Department of Inclusion and Workforce Diversity, in collaboration with the LGBT Resource Center, sponsor’s workshops targeted to the LGBT community through its Inclusive Excellence Academy. For example, the Department has hosted workshops on legal issues in LGBT adoption, LGBT Inclusive Workplace Workshops, and Safer People Safer Places Workshops, as part of its efforts to create an inclusive environment. The Department also hosts a monthly LGBT Colleague Network Group to provide professional and social support for LGBT community members.

The LGBT Resource Center also hosts a Transgender Guide to Cornell Website, listing campus and community information and resources for transgender staff, faculty, and students. (http://dos.cornell.edu/lgbt-resource-center/trans-inclusion-cornell). Further, the university’s health services center provides tailored healthcare information to LGBT students, staff and faculty including resources specific to transgender and intersex individuals. In 2016, Cornell was listed by Campus Pride as one of the Top 25 LGBT-Friendly Colleges and Universities for its policies and student and academic life.

Our endowed health plans continue to cover benefits for transgender, transsexual, and gender nonconforming enrollees. This coverage includes therapy and certain medical procedures related to gender identity confirmation procedures.

The University continues to assess its policies and procedures related to LGBTQ community members and strives to provide an environment where members of the LGBTQ community are included in all facets of University life.

Collaborative Conflict Resolution

Cornell University has established progressive conflict resolution procedures that include:

• support services to encourage conflict resolution techniques for students, faculty, and staff at all levels, such as the ombudsman for neutral consultation, peer coaching, and third-party facilitation/mediation assistance;
• an established system for addressing bias activity on the campus that has been experienced by students, faculty, staff, and authorized visitors; and
• effective, periodic instruction for students and staff in collaborative conflict-resolution techniques.

• Any regular, temporary, casual employee, or Cornell student can file a complaint with the Office of Workforce Policy and Labor Relations and request that an investigation be conducted on the basis of alleged discrimination because of his/her EEO-protected group/class status. Employees and students are made aware of other avenues within the university to address their concerns either concurrent with or subsequent to the office’s investigation. This is accomplished through programs at freshman orientation, unit training, and by setting up tables with information at campus events.

Discrimination Complaint Procedures

Those persons who want to file a complaint with the Office of Workforce Policy and Labor Relations may do so, in general, up to six (6) months from the date of the last alleged discriminatory act of which the person complains. With the exception of claims arising within the Faculty Tenure Process, the Office of Workforce Policy and Labor Relations handles
concerns and complaints of harassment and discrimination in a confidential manner, and resolves these concerns through a variety of methods, including informal methods of intervention, mediation, and formal investigation. In addition, the office has the responsibility for accepting and processing complaints of sexual harassment and other forms of harassment and discrimination brought against faculty members or staff employees in the course of their employment. The Office of Workforce Policy and Labor Relations received five formal request for EEO Investigations in FY16. The university's procedures for investigating and resolving claims of harassment and discrimination may be found in university Policy 6.4, Prohibited Discrimination, Protected Status (including Sexual) Harassment and Bias Activity. The procedures section of this policy was recently revised to ensure Title IX requirements were incorporated. Retaliation or adverse action by an agent of Cornell University against any individual for using these procedures is prohibited. The Individuals who file a complaint with the Office of Workforce Policy and Labor Relations are informed that retaliation is prohibited by individuals acting on behalf of Cornell University. Breaches of confidentiality by the parties and witnesses during a fact-finding investigation may be considered retaliation as well. The Office of Workforce Policy and Labor Relations treats complaints of retaliation as a separate form of discrimination.

**Academic Grievance Procedures**

Each college has its own academic grievance procedure that falls within the guidelines of Policy 6.2.10 Establishment of College Level Academic Employee Grievance Procedures, the general academic grievance procedures adopted by the Faculty Council of Representatives in 1974, modified by the Board of Trustees in March 1975 and revised in May 1995. University guidelines for academic grievance procedures may be found in departmental offices, deans' offices, the Office of the University Ombudsman and online at: [http://www.dfa.cornell.edu/dfa/treasurer/policyoffice/policies/volumes/humanresources/grievanc e.cfm](http://www.dfa.cornell.edu/dfa/treasurer/policyoffice/policies/volumes/humanresources/grievance.cfm).

Academic appeals procedures were adopted by the Faculty Council of Representatives and approved by the Board of Trustees in May 1981. These procedures were subsequently revised in January 1985 and are applicable to complaints with respect to re-appointment, promotion, or tenure decisions for academic personnel.

**Staff Grievance Procedures**

The Division of Human Resources’ grievance procedure (Human Resources Policy 6.11.4: Employee Complaint and Grievance Procedure) is applicable to all Non-Academic staff except members of a collective bargaining unit, unclassified employees, and employees in the Cornell Medical School. This procedure, found online at: [http://www.hr.cornell.edu/policies/Non-Academic/grievance.html](http://www.hr.cornell.edu/policies/Non-Academic/grievance.html) is the mechanism for hearing alleged violations of university employment policies and procedures and is independent of the rights afforded by local, state, or federal law.

All employees represented by collective bargaining units are covered by grievance procedures contained in their respective labor contracts. Descriptions of these grievance procedures may be obtained from the Division of Human Resources, human resource professionals within the colleges and administrative units, the university libraries, the Office of Workforce Policy and Labor Relations, and the Office of the University Ombudsman. Copies of these labor contracts can be found online at [https://www.hr.cornell.edu/policies/contracts/](https://www.hr.cornell.edu/policies/contracts/).
University Unit Discrimination and Harassment Advisors

The university has placed unit discrimination and harassment advisors within colleges and administrative units to help students, staff, and faculty members who have concerns or questions specifically relating to sexual and other forms of harassment based upon, but not limited to, sexual orientation, religion, race, ethnicity, gender, gender identity, veteran status, or disability. The harassment advisor provides information about university policy and prohibited conduct and recommends a variety of approaches and resources to help address the alleged harassing conduct, including self-help measures, informal intervention strategies, mediation, investigation, counseling, and other related support services. Also, according to Policy 6.4, harassment advisors may be asked by the concerned party and may agree to assist that party through any and all phases of the complaint investigation process.

Other Campus Resources

Judicial Administrator. The Office of the Judicial Administrator hears complaints of student-student sexual harassment incidents and complaints of harassment brought against students and visitors under the Campus Code of Conduct.

University Ombudsman. The Office of the University Ombudsman provides advice on formal and informal resolution of harassment concerns brought by any member of the university community.

Cornell Police. The Cornell University Police department is responsible for handling reports, investigations, and convictions of bias or hate crimes – criminal offenses committed against a person or property which is motivated, in whole or in part, by the offender's bias against an individual's actual or perceived age, ancestry or ethnicity, color, creed, disability, gender, gender identity or expression, height, immigration or citizenship status, marital status, national origin, race religion, religious practice, sexual orientation, socioeconomic status, or weight.
The AAP year, July 1, 2016 through June 30, 2017, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer, Angela Winfield, Director, Department of Inclusion and Workforce Diversity, the University will continue to communicate its policies, both within the organization and to the community in which it works. The Interim University President affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of Cornell University's most recent plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed 37 areas in which the difference between incumbency vs. estimated availability was statistically significant, showing that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the University expects to continue its successful outreach efforts and to ensure all applicants and employees are treated fairly, based on job related criteria and without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

The University is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted the University's thorough analysis of its workforce reveals that Cornell University is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against women and minority employees. As outlined in this AAP, Cornell University is ready and willing to make affirmative action both a commitment and a continued reality.
List of Exhibits

Exhibit A - Policy of Affirmative Action Letter

Exhibit B - Annual Notification to Vendors
Policy of Affirmative Action Letter for Recruitment & Referral Sources and Union Partners

Dear Outreach and Placement Professional:

This letter is to inform you that Cornell University is committed to the principles of equal employment opportunity. As a government contractor bound by Executive Order 11246; the Vietnam Era Veterans Readjustment Assistance Act of 1974; and Section 503 of the Rehabilitation Act of 1973, all as amended, Cornell University maintains an affirmative action plan through which it makes good faith efforts to recruit, hire and advance in employment qualified individuals without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

Cornell University states as its Policy of Affirmative Action the following:

- It will be the policy of Cornell University to recruit, hire, train, and promote persons in all job titles without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.

- All terms and conditions of employment will be administered without regard to an individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

We would appreciate your assistance in Cornell University's efforts to meet our equal employment and affirmative action goals. Members of our Human Resources Department will contact you when positions are available. We request that you refer to us all qualified candidates, including women, individuals of color, protected veterans, and individuals with disabilities.

Sincerely,

Angela Winfield, Director, Department of Inclusion and Workforce Diversity
Affirmative Action Officer
To Whom It May Concern:

This letter is to inform you Cornell University is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, Cornell University takes its affirmative action obligations very seriously. Cornell University states as its Policy of Affirmative Action the following:

- It will be the policy of Cornell University not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.

- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.

- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2, 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the University's AAP, Angela Winfield, Director, Department of Inclusion and Workforce Diversity, Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.