AFFIRMATIVE ACTION PROGRAM
FOR
PROTECTED VETERANS

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 committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this affirmative action program (AAP), we have been guided by the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002 (38 U.S.C. § 4212), and its implementing OFCCP regulations (41 C.F.R. Part 60-300). 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 this AAP, Cornell 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. 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 the University firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a University proprietary document. Moreover, the data on which the University has relied in preparing this AAP are confidential and sensitive, and the University believes release of the data would subject the University to commercial harm. Therefore, the following is requested:

- If this AAP or any supporting data or documentation are submitted to 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 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 the 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 the 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 the 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.
Equal Employment Opportunity and Affirmative Action Statement of Policy
41 C.F.R. 60-300.44(a)
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 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, national 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. 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 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 for protected veterans is 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.

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.
IDENT’S STATEMENT
ON AFFIRMATIVE ACTION AND
DIVERSITY IN EMPLOYMENT
August 8, 2016

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
“DISABLED VETERAN” is (1) A veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service connected disability.

“QUALIFIED DISABLED VETERAN” means a disabled veteran as defined above who has the ability to perform the essential functions of the employment position at issue with or without reasonable accommodation.

“RECENTLY SEPARATED VETERAN” means any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval or air service.

“ARMED FORCES SERVICE MEDAL VETERAN” is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

“ACTIVE DUTY WARTIME OR CAMPAIGN BADGE VETERAN” means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

“PROTECTED VETERANS” means Disabled Veterans, Recently Separated Veterans, Armed Forces Service Medal Veterans, and Active Duty Wartime or Campaign Badge Veterans.
Responsibility for Implementation
41 C.F.R. 60-300.44(i)

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, 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. 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 identity of the Affirmative Action Officer appears on internal and external communications regarding the University's Equal Education and Employment Opportunity Policy and AAP.

With regard to the University AAP, the Vice President and Chief Human Resources Officer works with the Affirmative Action Officer to implement the programs which are specific to the University. Angela Winfield, Director, 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 on their affirmative action efforts and responsibilities.
- Identifying, in conjunction with line management any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for protected veterans, including those with known disabilities, and assisting managers in developing reasonable accommodations to ensure that individuals with disabilities 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 employees who are protected veterans 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 protected veterans
- Encouraging active involvement by University representatives in the community service
programs of local organizations of and for protected veterans

- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees and

- Keeping management informed of the latest developments in affirmative action.

The responsibilities of managers and supervisors under this AAP include:

- Taking action to prevent the discrimination and harassment of employees

- Ensuring their departments fully comply with the spirit and letter of the affirmative action program and policies

- Reviewing the qualifications of all applicants and employees to make sure qualified individuals are treated in a nondiscriminatory manner with regard to hire, promotion, transfer, and termination

- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee’s performance of his or her job duties and responsibilities and

- Working with the Affirmative Action Officer or Human Resources Manager and qualified veteran employees or applicants with known disabilities to determine appropriate reasonable accommodations if they are necessary for performance of the job and/or recruitment process.
Request for Self-Identification
41 C.F.R. 60-300.42

In order to notify applicants and employees of the existence of and the opportunity to participate in this affirmative action program and to provide sufficient data to allow Cornell University to measure and improve, if necessary, the effectiveness of the University's affirmative action efforts, Cornell University invites applicants and employees to complete an invitation to self-identify status as a protected veteran as follows:

- When an applicant applies or is considered for employment, the University provides the applicant with a copy of the form attached as Exhibit A, at the same time the University invites the applicant to self-identify race, ethnicity, sex, and disability status.

- Following an offer of employment but before the individual begins his/her job duties, the University provides an additional copy of the form attached as Exhibit A.

The University keeps all self-identification information confidential and maintains it in an electronic data file.
Cornell University periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or job applicants who are protected veterans for jobs filled either through vacancy or promotion and for educational or training opportunities. The University ensures that its personnel processes facilitate the implementation of the Affirmative Action Program.

Vacancies are advertised, and applications are accepted from any interested person. Cornell University's employment application, the Careers section of its website, and all advertisements include a link to the non-discrimination statement to further assure applicants of the University's policy of equal employment opportunity. An EEO statement will be included in other recruitment literature should the University use such documents in the future. In addition, to ensure protected veterans are aware of our openings, the University will send vacancy announcements to the sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The University ensures its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of status as a protected veteran. The University makes sure when a protected veteran is considered for an employment opportunity, the University relies only on that portion of the individual's military record, including his or her discharge papers, relevant to the requirements of the opportunity at issue. The University periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The University makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of all personnel processes, and protected veterans are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The University ensures applicants and employees who are protected veterans and who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to make sure applicants and employees who are disabled veterans receive equal opportunity in the operation of all personnel processes.
Cornell University reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified individuals with disabilities or qualified disabled veterans for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of the position.

Cornell University also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

To the extent any physical or mental job qualification measurements are found to potentially screen out qualified individuals with disabilities or qualified disabled veterans in the selection of employees or applicants for employment or in other changes in employment status such as promotion or training, Cornell University will ensure the requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.
Cornell University has made and will continue to make reasonable accommodations, which do not impose undue hardship on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants who are disabled veterans.

Included among the specific accommodations for qualified disabled veterans that may have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence may be available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants who are known disabled veterans, the University will take reasonable steps to provide such accommodations.
- If necessary to accommodate a veteran with a known disability, the University will remove or alter nonessential job functions, unless doing so creates an undue hardship.
- The University will provide alternative work schedules if needed due to disability where that arrangement constitutes a reasonable accommodation.
- University will accommodate employees who are veterans with known disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for veterans with known disabilities is available at Cornell University.
- The University's online application system makes clear to all applicants if they are unable to fully use the automated system, they may follow specified alternate procedures so they receive equal opportunity to apply for and be fully considered for all jobs.
- The University strives toward making all of its online application system and its internal information and communication technologies accessible

If a veteran has a disability, the University encourages the individual to disclose (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.
The University informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through the Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for employees to view. Individuals interested in discussing accommodations may contact the University's Medical Leaves Administration, which processes workplace accommodation requests, Human Resources, and/or the individual's supervisor. Managers and supervisors are trained to ensure that they know that the University informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through our Policy Statement and on the Invitation to Self-Identify.

Where an employee who is known to be a veteran with a disability is having significant difficulty performing their job and the University reasonably concludes the performance issues may be related to the known disability, the University may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates their disability is impacting performance, the University will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.
In offering employment or promotions, Cornell University does not reduce the amount of compensation offered to protected veterans because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the University does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.
Harassment
41 C.F.R. 60-300.44(e)

Cornell University has developed and implemented policies and procedures to ensure employees who are protected veterans are not harassed because of their veteran status. Pursuant to 41 CFR 60-300.44(e), Cornell University is committed to providing a workplace without harassment for protected veterans. Any employee or applicant who believes that they have been subject to harassment because of protected veteran status should promptly contact their manager or supervisor, their Human Resources professional, or the office of Workplace Policy and Labor Relations. Employees or applicants may also file a written complaint with this office pursuant to university policy 6.4.

Retaliation, including intimidation, threat, coercion, or discrimination, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding veterans is prohibited. Any employee or applicant who believes that he or she has been subject to retaliation is encouraged to contact the Director of Workforce Policy and Labor Relations.

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/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 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/.

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, protected 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, protected veteran status, gender, gender identity or expression, height, immigration or citizenship status, marital status, national origin, race, religion, religious practice, sexual orientation, socioeconomic status, or weight.

A copy of the University's Equal Employment Opportunity and Affirmative Action Policy Statement forbidding harassment against individuals based on protected characteristics is included in this AAP.
Training
41 C.F.R. 60-300.44(j)
EEO and Affirmative Action Training [41 CFR 60-300.44(j)]

Managers, supervisors, and human resources staff involved in recruiting, screening, selection, promotion, disciplinary, and other related employment processes receive annual training regarding Cornell’s AAP and their role in its implementation.

During the annual training, managers and supervisors are advised of their responsibilities under Cornell’s AAP for protected veterans and of their obligations to:

- Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
- Ensure qualified applicants and employees who are protected veterans are treated in a nondiscriminatory manner in all employment practices, including when making selection decisions, such as for hire, promotion, training, or to receive awards or bonuses;
- Provide reasonable accommodation to the known physical or mental limitations of qualified disabled veterans unless such accommodation would impose an undue hardship on the conduct of its business;
- Maintain confidentiality of any information regarding self-identification of protected veteran status; and
- Ensure that nondiscrimination is adhered to in all personnel activities.
Internal Dissemination of Policy
41 C.F.R. 60-300.44(g)

The University recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for protected veterans. So that these employees' awareness of the needs of protected veterans can be increased and employee participation in the program is increased, the University will utilize the following procedures to maximize the internal implementation and dissemination of its Equal Education and Employment Opportunity and Affirmative Action Policy:

- Cornell University's policy on equal employment opportunity and affirmative action for protected veterans 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 the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended.

- The University includes it equal employment anti-harassment policies in its listing of university policies online at http://www.policy.cornell.edu/;

- The University's electronic applicant process includes information about the University's commitment to equal employment opportunity and affirmative action.

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

- Cornell University will invite employees to participate in the AAP by self-identifying as a protected veteran.

- 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.

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

- When applicable, Cornell University publicizes the policy in University publications.

- The policy is discussed in both new employee orientation and management training programs.

- When applicable, University publications include articles on accomplishments of all employees, including protected veterans.

If the University has or becomes party to collective bargaining agreements, union officials will be informed the University is bound by the terms of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and is committed to take affirmative action to employ and advance in employment protected veterans, and the University will not discriminate against protected veterans. For those sites not subject to a collective bargaining agreement, no notification of union officials is necessary.
Cornell University has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected veterans. While the University believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected veterans, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts. For example, the University sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the University engages in or has made plans to implement the following activities:

- Cornell University makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.

- The University posts all job vacancies (other than some executive and senior management positions or positions lasting three days or less) for which it considers outside applicants with the state workforce agency job bank or local employment delivery system where the opening occurs. These postings occur before or concurrently with the use of other recruitment efforts to fill the job and are provided in the manner and format specified by the relevant agency that will allow the agency to provide priority referral of protected veterans.

- Cornell University has notified the employment service delivery system in each state where it has establishments that it is a federal contractor and it desires priority referrals of protected veterans for job openings in that state. The University also provided the employment service delivery system with the name and location of all hiring locations within the state and the contact information for an employee who can answer questions about such job listings. The notice also included the names and contact information for job search organizations the University uses to assist in hiring. If any of the information in this disclosure changes, the University sends an update with the next relevant job listing.

- 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.

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

- Cornell University’s Recruitment and Employment Center has also established meaningful contacts with appropriate social service agencies, organizations of and for women and minorities, and vocational rehabilitation agencies or facilities, for such purposes as advice, technical assistance, and referral of potential employees. These include the local Veterans Employment Representative at Workforce New York, the Department of Veterans Affairs Regional Office, veterans’ counselors and coordinators on college campuses, as well as national, state, and local veterans groups.

- 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 protected veterans.

- Cornell University will seek to include protected veterans when employees are pictured in consumer and personnel recruitment advertising.

- Cornell University makes reasonable accommodations for qualified veterans with disabilities.

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

- As described in more detail in Exhibit C, Cornell University evaluates the effectiveness of its outreach and recruitment efforts to determine if its affirmative action objectives are being met, and makes appropriate changes.
Data Collection Analysis
41 C.F.R. 60-300.44(k)

Cornell University documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years. A copy of our data collection analysis for the period of July 01, 2015 to June 30, 2016 follows:
Veterans Data Collection Analysis
For Period: 7/1/2015 to 6/30/2016

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Job Openings</td>
<td>1799</td>
</tr>
<tr>
<td>Number of Jobs Filled</td>
<td>1799</td>
</tr>
<tr>
<td>Number of Protected Veteran Applicants</td>
<td>968</td>
</tr>
<tr>
<td>Number of Applicants</td>
<td>29926</td>
</tr>
<tr>
<td>Number of Protected Veteran Hires</td>
<td>19</td>
</tr>
<tr>
<td>Number of Hired Applicants</td>
<td>984</td>
</tr>
</tbody>
</table>

Confidential - Not subject to inspection by employees or applicants under 41 CFR Section 60-300.41.
In establishing a hiring benchmark, the following principles apply:

- The purpose of establishing a hiring benchmark is to provide the University with a quantifiable method by which it can measure its progress toward achieving equal employment opportunity for protected veterans.

- The hiring benchmark is not a quota that must be met, nor is it a ceiling that limits or restricts the employment of protected veterans.

- In all employment decisions, the University makes selections in a nondiscriminatory manner. Hiring benchmarks 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 veteran status.

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

- Hiring benchmarks are not used to supersede merit selection principles, nor do they 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 finding that the hiring benchmark has not been attained does not constitute either a finding or admission of discrimination.

Cornell University has established its benchmark in accordance with the national percentage of veterans in the civilian labor force as published on the OFCCP website. As of July 01, 2016, this benchmark percentage is 6.9 percent.
Monitoring and Reporting Systems
41 C.F.R. 60-300.44(h)

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 Statement of Policy, to report specific problems to the appropriate management personnel, 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 individuals who are known protected veterans have had the full opportunity to participate in all University sponsored educational, training, recreational and social activities
• Measure the University's compliance with the AAP's specific obligations, and
• 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, the University may take the following actions:

• Audit its voluntary self-identification process to monitor the number of protected veterans who choose to self-identify and evaluates whether changes could be made to University's self-identification process to encourage greater voluntary self-identification by protected veterans
• Establish a hiring benchmark to measure its progress towards achieving equal employment opportunity for protected veterans
• Review available data computations and analyses regarding applicants and hires
• Review the effectiveness of its recruitment and outreach activities
• Regularly assess its personnel processes to ensure that protected veterans have equal opportunity in employment
• Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity
• Audit its communications with vendors and subcontractors to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans
• Audit its communications with applicants and employees to ensure that such communications reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans
• Audit its job listings to ensure that the postings reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans, and
• Audit its personnel policies to ensure that such policies reflect the University's commitment to equal employment opportunity and affirmative action for protected veterans.

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

Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation
Exhibit B - Annual Notification to Vendors
Exhibit C – Annual Assessment of Outreach and Recruiting Efforts
Voluntary Self-Identification of Veteran Status

Why are you being asked to complete this form?

Dear Colleagues:

As a federal contractor, Cornell must annually complete the VETS-4212 report to provide information to the U.S. Department of Labor's Veterans' Employment and Training Service about our affirmative action efforts in regards to employing protected veterans.

We need your help. Below is a brief survey requesting you identify your status in regards to U.S. military service, which will help to ensure our reporting is as accurate as possible.

**Even if you have never served in the U.S. military, we ask that you complete the brief survey.**

This survey is completely voluntary. Federal law prohibits contractors and subcontractors from discriminating in employment against protected veterans, and requires these employers to take affirmative action to recruit, hire, promote, and retain these veterans.

If you have served in the United States Military and are interested in working with others on veterans concerns at Cornell, please consider joining the **Veterans Colleague Network Group**. For more information, please contact Cassandre Joseph at cpj25@cornell.edu.

**Protected Veteran Self-Identification**

If you believe you belong to any of the categories of protected veterans listed below, please check the appropriate boxes. We request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA.

- I am currently serving in the United States Military, or have previously served in the United States Military

- I identify as one or more of the classifications of protected veterans ([Am I a Protected Veteran?](#)):
  - Disabled Veteran
  - Recently Separated Veteran
  - Active Duty Wartime or Campaign Badge Veteran
  - Armed Forces Service Medal Veteran

- I am a protected veteran, but I choose not to self-identify the classifications to which I belong

- I have served in the US Military and am NOT a protected veteran

- I have NOT served in the United States Military

- Decline to answer

Name:______________

Date:______________

Submit
Exhibit B - Annual Notification to Vendors

Equal Opportunity Compliance
Cornell University is a federal contractor, and this designation requires that subcontractors and vendors who work with the university comply with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212, or any other law requiring equal opportunity for disabled persons and other protected veterans. The obligations of suppliers under this act are referenced in Cornell University's Terms and Conditions of Purchase Order.

Further, the equal employment opportunity clauses set forth in U.S. Code: Title 41 - Public Contracts [41 CFR 60-1.4(a), 41 CFR 60-300.5(a), and 41 CFR 60-741.5(a)] are incorporated by reference into all transactions between Cornell and its suppliers.

For more information, see the U.S. Department of Labor's Office of Federal Contract Compliance Programs Technical Assistance Guide for Federal Supply and Service Contractors (PDF, 1.16 MB).

Cornell's Equal Education and Employment Opportunity Policy
As a federal contractor, Cornell is obligated to notify its suppliers of its equal education and employment opportunity policy.

Consistent with the federal policy (41 CFR 60.1-4), Cornell University's Equal Education and Employment Opportunity policy prohibits discrimination on the basis of race, color, religion, sex, or national origin, but in compliance with other relevant state and local laws, also prohibits discrimination on any legally protected status involving, but not limited to, such factors as creed, ethnic origin, marital status, citizenship, sex, sexual orientation, gender identity or expression, age, disability, or protected veteran status. Cornell University is also obligated to abide by federal affirmative action regulations.

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.
Exhibit C – Annual Assessment of Outreach and Recruiting Efforts

Cornell University evaluates available data regarding the effectiveness of its outreach and recruitment efforts on an annual basis. For areas where the University concludes the totality of its efforts were not effective in identifying and recruiting qualified protected veterans, Cornell University will identify and implement alternative efforts.

Criteria used to evaluate the effectiveness of outreach efforts may include:

- Available data regarding applicants and hires, including the Cornell University’s established veteran hiring benchmark.
- Whether the activity expanded Cornell University’s outreach to protected veterans.
- Whether the activity increased the University’s ability to include protected veterans in its workforce.
- Whether the activity attracted qualified protected veterans.
- Whether the activity resulted in the selection of qualified protected veterans. The University will continue to monitor and review outreach sources to evaluate the effectiveness of outreach and recruitment efforts.

Cornell University 2015-2016
Recruitment Source Tracking for Veterans

Table 1: TALEO (July 1, 2015 – June 30, 2016)

<table>
<thead>
<tr>
<th>Source</th>
<th># Applicants</th>
<th>% Veteran</th>
<th>% Veteran Int.</th>
<th>% of Applicant Pool Interviewed</th>
<th>% Veteran Hired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Section</td>
<td>5903</td>
<td>2.83%</td>
<td>2.88%</td>
<td>13.55%</td>
<td>2.56%</td>
</tr>
<tr>
<td>Constant Contact</td>
<td>143</td>
<td>6.99%</td>
<td>14.29%</td>
<td>4.90%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Cornell Employee</td>
<td>1374</td>
<td>3.71%</td>
<td>3.59%</td>
<td>32.46%</td>
<td>3.52%</td>
</tr>
<tr>
<td>Cornell Recruitment Partner</td>
<td>25</td>
<td>0.00%</td>
<td>0.00%</td>
<td>24.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Facebook</td>
<td>127</td>
<td>3.94%</td>
<td>0.00%</td>
<td>14.17%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Glassdoor</td>
<td>219</td>
<td>3.65%</td>
<td>0.00%</td>
<td>11.87%</td>
<td>0.00%</td>
</tr>
<tr>
<td>HERC-Higher Education Recruitment Consortium</td>
<td>101</td>
<td>4.95%</td>
<td>0.00%</td>
<td>5.94%</td>
<td>0.00%</td>
</tr>
<tr>
<td>HigherEdJobs.com</td>
<td>2139</td>
<td>2.29%</td>
<td>2.03%</td>
<td>6.92%</td>
<td>3.45%</td>
</tr>
<tr>
<td>Indeed.com</td>
<td>1028</td>
<td>3.50%</td>
<td>3.57%</td>
<td>8.17%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Monster</td>
<td>4</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Recruitment and Employment Center</td>
<td>54</td>
<td>9.26%</td>
<td>0.00%</td>
<td>16.67%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Source</td>
<td># Applicants</td>
<td>% Veteran</td>
<td>% Veteran Interviewed</td>
<td>% Veteran Hired</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------</td>
<td>-----------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Cornell University Career Page</td>
<td>1,664</td>
<td>1.62%</td>
<td>2.72%</td>
<td>4.76%</td>
<td></td>
</tr>
<tr>
<td>Current Employee</td>
<td>715</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Cornell Employee Referral</td>
<td>546</td>
<td>4.21%</td>
<td>2.23%</td>
<td>3.64%</td>
<td></td>
</tr>
<tr>
<td>Job Board - HigherEdJobs.com</td>
<td>471</td>
<td>6.79%</td>
<td>2.44%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Other</td>
<td>346</td>
<td>2.31%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Indeed.com</td>
<td>202</td>
<td>1.98%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Cornell Alum</td>
<td>194</td>
<td>2.58%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Email from Cornell University</td>
<td>194</td>
<td>1.55%</td>
<td>4.76%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Glassdoor</td>
<td>99</td>
<td>4.04%</td>
<td>11.11%</td>
<td>100.00%</td>
<td></td>
</tr>
<tr>
<td>Professional Website or Listserv</td>
<td>94</td>
<td>1.06%</td>
<td>8.33%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Colleague Network Group</td>
<td>87</td>
<td>2.30%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Professional Association</td>
<td>78</td>
<td>2.56%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>LinkedIn</td>
<td>50</td>
<td>8.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - NYS Job Bank</td>
<td>49</td>
<td>14.29%</td>
<td>25.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>(Blank)</td>
<td>44</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Contacted By Cornell Recruiter</td>
<td>35</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Online Publication/Magazine</td>
<td>27</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>27</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Cornell/Ithaca Recruitment Partnership</td>
<td>25</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Diversity Working</td>
<td>18</td>
<td>5.56%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - HERC</td>
<td>15</td>
<td>6.67%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Career Fair</td>
<td>13</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Cornell Tech Community Partnership</td>
<td>11</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Printed Publication/Magazine</td>
<td>5</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Military Specific Site</td>
<td>4</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>4</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Military Career Fair</td>
<td>2</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - JOFDAV</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - US Diversity</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Hire A Hero</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Job Board - Individual With Disability</td>
<td>1</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Specific</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Cornell University 2015-2016
Recruitment and Employment Center (REC)
Outreach and Positive Recruitment Activities for Protected Veterans

<table>
<thead>
<tr>
<th>Outreach/Recruitment Activity</th>
<th>Date and/or Description of Activity</th>
<th>Evaluation of Activity/ Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listed job openings with local veteran advocacy groups, including local Employment Service Delivery System (ESDS) as required by VEVRAA, and Soldier for Life/ Transition Assistance Program</td>
<td>Ongoing</td>
<td>Compliance vendor, eQuest, was selected in January 2016 to distribute jobs from Website to appropriate state job banks, veteran and IWD’s career sites; Referrals and hires are tracked from specific entry points.</td>
</tr>
<tr>
<td>Veterans Colleague Network Group Reception at Cornell’s Alumni Weekend</td>
<td>June 11, 2016</td>
<td>Outreach activity only: The VCNG partnered with the Vietnam Display organizers and held a reception. Executive Committee members spoke/presented to an audience about current activities and resources available to veterans. REC’s Staffing Consultant spoke about outreach activities to veterans for employment.</td>
</tr>
<tr>
<td>American Legion Post 770</td>
<td>March 24, 2016</td>
<td>Veterans sourced: 11</td>
</tr>
<tr>
<td>Outreach/Recruitment Activity</td>
<td>Date and/or Description of Activity</td>
<td>Evaluation of Activity/Outcomes</td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>--------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Trumansburg Veterans Job Fair                                    |                                      | Veterans referred: 2  
Veterans interviewed: 1  
Veterans hired: 0                                                |
| National Student Veterans of America Conference                  | January 7 – 10, 2016                 | Veterans sourced: 37  
Veterans referred: 1  
Veterans interviewed: 1  
Veterans hired: 0                                                |
| **Outreach/Recruitment Activity**                                |                                      | **Evaluation of Activity/Outcomes**                                                                                                                                 |
| Fort Drum SFL-TAP Job Fair                                       | November 11, 2015                    | Veterans sourced: 13  
Veterans referred: 1  
Veterans interviewed: 1  
Veterans hired: 0  
*Plan to change venue and will no longer attend their job fairs. We will identify other activities to engage transitioning soldiers at Ft. Drum.* |
| Canandaigua VA Job and Benefits Fair                            | October 17, 2015                     | Veterans sourced: 4  
Veterans referred: 0  
Veterans interviewed: 0  
Veterans hired: 0                                                |
| Veterans Outreach Center Career Expo, Rochester, NY              | October 7, 2015                      | Veterans sourced: 8  
Veterans referred: 0  
Veterans interviewed: 0  
Veterans hired: 0                                                |
| Syracuse VA Career Fair at the American Legion in Geneva, NY     | September 7, 2015                    | Veterans sourced: 6  
Veterans referred: 0  
Veterans hired: 0                                                |
| Local Partnerships:                                              |                                      | FY16 Veterans Sourced: 14  
Referred: 4  
Hired: 1 (disabled vet who was also counted in the disability data) |
| Tompkins Workforce New York                                      |                                      | FY16 Veterans Sourced: 1  
Referred: 0  
Hired: 0                                                        |
| Department of Veteran Affairs, Tompkins/Cortland VA Outpatient   | Ongoing                              |                                                                                                              |
| Clinic, Freeville, NY                                            |                                      | Ongoing                                                                                                      |
| Recruitment Marketing                                            |                                      | FY16 Veterans Sourced: 1  
Referred: 0  
Hired: 0                                                        |
| REC developed a one-page document targeting veterans and military personnel and their spouses, describing Cornell Careers, Cornell’s Military Tradition, shared values, and benefits as an employer. The document also provides tools and resources |                                      | This document will be reviewed periodically for changes/updates in information. Next review scheduled for Fall 2016. |
to assist veterans in their employment search at Cornell.

<table>
<thead>
<tr>
<th>Outreach/Recruitment Activity</th>
<th>Date and/or Description of Activity</th>
<th>Evaluation of Activity/Outcomes</th>
</tr>
</thead>
</table>
| Veterans and Military Personnel page on Cornell HR website | Information about employment opportunities for veterans providing support, guidance, and advocacy during the search process. | Veterans sourced: 6  
Veterans referred: 2  
Veterans hired: 0 |

**Criteria for Evaluation:**
- To what extent did the activity attract qualified applicants who are protected veterans?
- To what extent did the activity result in the hiring of qualified protected veterans?
- To what extent did the activity expand Cornell’s outreach to protected veterans in the community?
- To what extent did the activity increase the university’s capacity/capability to include protected veterans in its applicant pool and workforce?

**Assessment of Effectiveness of Totality of Outreach/Recruitment Efforts:**

Although significant outreach efforts were made in 2015-16, we continue working towards achieving the national availability hiring goals for protected veterans. We have made changes to our outreach and recruitment strategies, detailed in the next section, to strengthen our efforts in these areas. Additionally, we’ve implemented a new applicant tracking system April 2016, and will have additional sourcing data for FY17.

In April 2016, we switched to a new applicant tracking system called Workday Recruiting, which allowed us to take a closer look at ways to improve source effectiveness. We have incorporated an improvement to better capture source effectiveness by asking new hires to specifically identify their source of hire during the online onboarding process in Workday Recruiter.

On October 20, 2015, Cornell hosted James Schmeling, J.D., Managing Director of the Institute for Veterans and Military Families at Syracuse University, who presented the program “Best Practices for Recruiting and Hiring Veterans.” Fifty-five Cornell hiring managers, supervisors, HR professionals, and staff attended the program. Surveyed following the program, 96% of participants indicated that the presenter had made a strong business case in support of hiring veterans, and 92% indicated the presenter provided useful information and strategies that could be used at Cornell to attract and hire veterans as part of our workforce. Pre- and post-assessments, utilized to evaluate the impact of the program on perceptions of veterans in the workforce, indicated that as a result of attending the program, participants were measurably more likely to agree that “veterans are entrepreneurial,” “veterans have very good people skills,” and “veterans are comfortable in diverse work settings.” The percentage of participants who strongly agreed/agreed that “there are many veterans who are well qualified for a wide range of staff positions in post-secondary education”
increased from 75% pre-program to 91% post program; the percentage of participants who strongly agreed/agreed that “there are many veterans who are well qualified for faculty positions in post-secondary education” more than doubled -- from 43% pre-program to 91% post program. In 2016-17 we plan to work with Mr. Schmeling to develop follow-up programming and/or tools for hiring managers and supervisors to use in developing job postings, reviewing resumes, and conducting interviews designed to better translate military skills and experience to Cornell-specific employment opportunities.

In January 2016, The Recruitment and Employment Center attended the Student Veterans of America (SVA), annual conference in Orlando. There were well over 2000 veterans in attendance, many of who were transitioning into full time degree programs or recent college/university graduates. It was noted that we were the only academic institution in attendance looking to hire as opposed to recruit students.

In 2015-16, the Recruitment and Employment Center (REC) teamed with the Cornell Interactive Theater Ensemble (CITE) and the Department of Inclusion and Workforce Diversity (DIWD) to provide targeted professional development to hiring managers. A newly developed program, “It Depends on the Lens,” which focuses on unconscious bias in the hiring process, was integrated into the training program for new hiring managers. In addition, the program was made available to all hiring managers, supervisors, and HR staff, through Cornell's Inclusive Excellence Academy, and to individual colleges and units. Over 150 Cornell staff participated in the program this year. Pre- and post-survey assessments measured the program’s impact on knowledge, attitudes, and understanding; participation was shown to have measurably increased awareness of unconscious bias in the hiring process and strategies to combat such bias. A follow up assessment will track the program’s long-term impact on percentages of veterans interviewed and hired by the university.

In FY17 REC will continue to expand outreach efforts to attract veterans whose qualifications and experiences best match employment opportunities at Cornell. We believe that outreach, awareness, and collaborations with departments across campus, including hiring managers and HR partners will strengthen our reputation and extend our reach to protected veterans both locally and regionally.

Specific action steps for 2016-17 are detailed in the following section.

Plan for 2016-2017 External Outreach and Recruitment Activities

Cornell plans to revise and enhance its outreach and positive recruitment efforts for protected veterans in 2016-2017. Some of these efforts were designed in response to the findings from our assessment of 2015 - 2016 External Outreach efforts, and are detailed as follows:

• Based on its evaluation of past efforts participating in job fairs at Fort Drum, the Recruitment and Employment Center will be discontinuing this effort, and explore other strategies with Ft. Drum in 2016 - 17. An analysis of the information gathered from past job fairs at this base indicated that Cornell's participation in Fort Drum job fairs was resulting in few candidates for employment because the majority of individuals on the base did not plan to remain in the Upstate New York area upon leaving the military. Because of this, the Cornell Recruitment and Employment
Center representative will now begin to work with Fort Drum personnel to plan targeted recruitment events at the base, focusing on only those soldiers who have indicated that they do plan to stay in the area for 2016-17.

• The Recruitment and Employment Center will be sponsor and participate in two new military focused career events in 2016 called Military Mojo. These career fairs were founded on the distinct idea of pairing degreed Veterans with civilian leadership opportunities. These events pair highly qualified military candidates with global employers. Cornell is the only academic institution in attendance as an employer.

• In 2016-17, Cornell University’s Recruitment and Employment Center plans to work closely with specific units (including the Cornell University Police and the Division of Infrastructure, Properties, and Planning) which have established track records for attracting and hiring military veterans, to develop tailored outreach campaigns for protected veterans.

Cornell has systems in place to ensure protected veterans have the opportunity to participate in university-sponsored educational, training, recreational, and social activities. The university has established a process whereby sponsors of all public and private events on campus must submit plans detailing access for individuals with disabilities (including disabled veterans). Individuals participating in campus-sponsored professional development are able to indicate on program registration forms any special accommodation needs they may have. The university’s human capital system allows Cornell to monitor participation in events by protected veteran status.