Performance Management Project
Diversity and Representation at CUNY

Data Source: June 1, 2018 Affirmative Action Plan dataset (preliminary)
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Representation and Underutilization
A.1. Strive to meet benchmark of labor market availability in the representation of faculty and staff

**Representation:** Percentage of minority personnel or protected groups as a proportion of total faculty and staff

**Measures:**
- Percentage of total workforces in protected groups by job group
- Change in total workforce over time (short-term and long-term)

Representation is expressed as the percent of full-time faculty, staff, or executives who are members of protected groups.

**Underutilization:** Comparison of the composition of the workforce with the availability of individuals with requisite qualifications.

**Measures:**
- Composite (sum) of underutilization by job group
- Number/percent of reported units with underutilization

Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees.
Representation and Underutilization
A.1. Strive to meet benchmark of labor market availability in the representation of faculty and staff

Federally Protected Groups

- Total Minorities*
- Black/African American
- Italian-Americans (CUNY-Specific)
- Hispanic/Latino
- Females
- Asians
- Individuals with Disabilities
- Veterans

Job Categories

- Faculty
- Staff
- Executives

*Total Minorities includes Asians, Hispanics, Native Americans, and anyone who belongs to two or more races
### Diversity Goal #1 – Faculty

**Faculty Benchmarks – University Summary**

<table>
<thead>
<tr>
<th>Group and Staffing: 7,447 Total</th>
<th>Representation</th>
<th>Representative Availability</th>
<th>Student Enrollment Fall 2017</th>
<th>Composite Underutilization 2018</th>
<th>Composite Underutilization 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female (3,629)</td>
<td>49%</td>
<td>50% – 65%</td>
<td>58%</td>
<td>423</td>
<td>422</td>
</tr>
<tr>
<td>Total Minority (2,706)</td>
<td>36%</td>
<td>16% – 30%</td>
<td>76%</td>
<td>88</td>
<td>101</td>
</tr>
<tr>
<td>Asian (997)</td>
<td>13%</td>
<td>6% – 7%</td>
<td>21%</td>
<td>70</td>
<td>71</td>
</tr>
<tr>
<td>Black/African American (906)</td>
<td>12%</td>
<td>4% – 10%</td>
<td>25%</td>
<td>174</td>
<td>181</td>
</tr>
<tr>
<td>Hispanic/Latino (736)</td>
<td>10%</td>
<td>5% – 10%</td>
<td>31%</td>
<td>83</td>
<td>90</td>
</tr>
</tbody>
</table>

Underutilization is a method developed for federal Affirmative Action Plans, and availability measures are developed by CUNY.

For Faculty, availability is calculated by academic discipline as well as level (professoriate, instructor, lecturer) and is based upon the federal Earned Degrees Conferred data for the appropriate degree level, weighted for geographic dispersion. Data source is earned Degrees Conferred (2013-2014) from the U.S. Dept. of Education for titles with degree requirements, organized into academic programs/generic categories of similar disciplines, based on the Classification of Instructional Programs (CIP) compiled by the National Center for Education Statistics.

Colleges are required as part of the Affirmative Action Plan process to evaluate which activities and programs have most contributed to success, and revise strategies where programs are not providing sufficient impact.
Representation is expressed as the percent of full-time faculty who are members of protected groups. For this report, faculty is defined as Professoriate, Instructors, and Lecturers and excludes Hunter Campus Schools (K-12) and developmental faculty (START, CLIP, and EOC faculty).

Representation forms the basis of a number of short-term and long-term comparisons, including a ten-year report.
Female Representation in Faculty

Data: 2018 Affirmative Action Plan
Total Female Faculty = 3,629

Representation is expressed as the percent of full-time faculty who are members of protected groups. For this report, faculty is defined as Professoriate, Instructors, and Lecturers and excludes Hunter Campus Schools (K-12) and developmental faculty (START, CLIP, and EOC faculty).

Representation forms the basis of a number of short-term and long-term comparisons, including a ten-year report.
Black/African American Representation in Faculty

Data: 2018 Affirmative Action Plan
Total Black/African American Faculty = 906

Professional Schools

- Brooklyn College: 4.1%
- City College: 2.9%
- College of Staten Island: 0.3%
- Brooklyn CC: 3.1%
- Hostos CC: 6.4%
- Borough of Manhattan CC: 1.3%
- John Jay College: 5.4%
- Kingsborough CC: 6.8%
- LaGuardia CC: 2.9%
- Lehman College: 4.5%
- Medgar Evers College: 4.0%
- NYC College of Technology: 5.0%
- Queens College: 0.9%
- Queensborough CC: 0.4%
- York College: 0.7%
- Craig Newmark Graduate School of Journalism: 0.2%
- School of Law: 0.5%
- School of Medicine: 0.1%
- School of Professional Studies: 0.1%
- School of Public Health: 0.1%

Office of Human Resources Management
Asian Representation in Faculty

Data: 2018 Affirmative Action Plan
Total Asian Faculty = 997
Female and Minority Representation in Faculty
Data: 2017 and 2018 Affirmative Action Plan
Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.

No underutilization have been reported for these campuses: Bronx Community College, Guttman Community College, Hostos Community College, LaGuardia Community College, Medgar Evers College, New York City College of Technology, CUNY School of Law, Craig Newmark Graduate School of Journalism at CUNY, CUNY School of Professional Studies.
Female Underutilization in Faculty

Data: 2018 Affirmative Action Plan

Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.

No underutilization have been reported for these campuses: Guttman Community College, Central Office (as there are no faculty at Central Office), CUNY School of Law, CUNY School of Medicine, CUNY School of Professional Studies.
Black/African American Underutilization in Faculty

Data: 2018 Affirmative Action Plan
Hispanic/Latino Underutilization in Faculty

Data: 2018 Affirmative Action Plan

Office of Human Resources Management
Asian Underutilization in Faculty

Data: 2018 Affirmative Action Plan
Diversity Goal #1: Executive

**Executive Benchmarks: University Summary**

<table>
<thead>
<tr>
<th>Group and Staffing: 507* Total</th>
<th>Representation</th>
<th>Representative Availability</th>
<th>Student Enrollment Fall 2017</th>
<th>Composite Underutilization 2018</th>
<th>Composite Underutilization 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female (257)</td>
<td>51%</td>
<td>50%</td>
<td>58%</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Total Minority (192)</td>
<td>38%</td>
<td>24%</td>
<td>76%</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Asian (34)</td>
<td>7%</td>
<td>7%</td>
<td>21%</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>Black/African American (88)</td>
<td>17%</td>
<td>10%</td>
<td>25%</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Hispanic/Latino (64)</td>
<td>12%</td>
<td>6%</td>
<td>31%</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>

Underutilization is a method developed for federal Affirmative Action Plans, and availability measures are developed by CUNY.

For Executives, availability is calculated by (detailed) job group using both internal and external demographic statistics. We utilize Earned Degrees Conferred (EDC) US - Ph.D., M.A., B.A., 2013-14 for external hires and Promotable, Transferable, Trainable employees within CUNY in selected titles, service requirement and criteria -Source Spring 2013.

Colleges are required as part of the Affirmative Action Plan process to evaluate which activities and programs have most contributed to success, and revise strategies where programs are not providing sufficient impact.

*Excludes Hunter Campus Schools
Minority Representation in Executive Staff

Data: 2018 Affirmative Action Plan

Total Minority Executive Staff = 192

Representation is expressed as the percent of full-time staff who are members of protected groups. For this report, Executives exclude the Presidents, Deans of the Professional Schools, University Professors, and the Chancellor, who are analyzed separately.

Representation forms the basis of a number of short-term and long-term comparisons, including a ten-year report.
Female Representation in Executive Staff

Data: 2018 Affirmative Action Plan
Total Female Executive Staff = 257

Representation is expressed as the percent of full-time staff who are members of protected groups. For this report, Executives exclude the Presidents, Deans of the Professional Schools, University Professors, and the Chancellor, who are analyzed separately.

Representation forms the basis of a number of short-term and long-term comparisons, including a ten-year report.
Black/African American Representation in Executive Staff

Data: 2018 Affirmative Action Plan
Total Black/African American Executive Staff = 88

14.8% 4.5% 4.5%

9.1% 9.1% 6.8% 6.8%

6.8% 1.1% 1.1% 2.3% 2.9% 2.9%

4.5% 5.7% 3.4% 4.5% 4.5% 1.1%

2.3% 4.5% 8.0% 3.4% 1.1% 3.8% 3.8%

Office of Human Resources Management
Hispanic/Latino Representation in Executive Staff

Data: 2018 Affirmative Action Plan
Total Hispanic/Latino Executive Staff = 64

Hispanic/Latino Representation in Executive Staff

<table>
<thead>
<tr>
<th>School</th>
<th>Hispanic/Latino Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bronx Co</td>
<td>4.7%</td>
</tr>
<tr>
<td>Central Office</td>
<td>9.4%</td>
</tr>
<tr>
<td>Brooklyn Co</td>
<td>9.4%</td>
</tr>
<tr>
<td>City College</td>
<td>15.6%</td>
</tr>
<tr>
<td>City Tech</td>
<td>4.7%</td>
</tr>
<tr>
<td>College</td>
<td>1.6%</td>
</tr>
<tr>
<td>College Medgar Evers</td>
<td>1.6%</td>
</tr>
<tr>
<td>College Lehman</td>
<td>4.7%</td>
</tr>
<tr>
<td>College Medgar Evers</td>
<td>3.1%</td>
</tr>
<tr>
<td>College Queens</td>
<td>3.1%</td>
</tr>
<tr>
<td>College Queensborough</td>
<td>6.3%</td>
</tr>
<tr>
<td>College York</td>
<td>3.1%</td>
</tr>
<tr>
<td>Graduate Center &amp; Macaulay Honors College</td>
<td>3.1%</td>
</tr>
<tr>
<td>Hostos CC</td>
<td>4.7%</td>
</tr>
<tr>
<td>Hunter College</td>
<td>6.3%</td>
</tr>
<tr>
<td>Kingsborough CC</td>
<td>3.1%</td>
</tr>
<tr>
<td>LaGuardia CC</td>
<td>4.7%</td>
</tr>
<tr>
<td>Lehman College</td>
<td>4.7%</td>
</tr>
<tr>
<td>Lehman College</td>
<td>4.7%</td>
</tr>
<tr>
<td>Manhattan Co</td>
<td>4.7%</td>
</tr>
<tr>
<td>Medgar Evers</td>
<td>3.1%</td>
</tr>
<tr>
<td>Medgar Evers</td>
<td>3.1%</td>
</tr>
<tr>
<td>NYC College of Technology</td>
<td>3.1%</td>
</tr>
<tr>
<td>Queens Borough</td>
<td>3.1%</td>
</tr>
<tr>
<td>Queensborough Co</td>
<td>3.1%</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>3.1%</td>
</tr>
<tr>
<td>School of Professional Studies</td>
<td>3.1%</td>
</tr>
</tbody>
</table>

Office of Human Resources Management
Asian Representation in Executive Staff

Data: 2018 Affirmative Action Plan
Total Asian Executive Staff = 34

Professional Schools

Office of Human Resources Management
Female and Minority Representation in Executive Staff
Data: 2017 and 2018 Affirmative Action Plan

Female:
- 2017: 50.3%
- 2018: 50.7%

Minority:
- 2017: 36.1%
- 2018: 37.9%
Minority Underutilization in Executive Staff

Data: 2018 Affirmative Action Plan

Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.
Female Underutilization in Executive Staff

Data: 2018 Affirmative Action Plan

Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.
Black/African American Underutilization in Executive Staff

Data: 2018 Affirmative Action Plan

- College of Staten Island: 2
- Graduate Center: 1
- Hunter College: 1
- Macaulay Honors College: 1
- Queensborough CC: 1
- Central Office: 3
- School of Professional Studies: 1
Hispanic/Latino Underutilization in Executive Staff

Data: 2018 Affirmative Action Plan
Asian Underutilization in Executive Staff

Data: 2018 Affirmative Action Plan
### Diversity Goal #1 - Staff

**Staff Benchmarks – University Summary**

<table>
<thead>
<tr>
<th>Group and Staffing: 12,271 Total</th>
<th>Representation</th>
<th>Representative Availability</th>
<th>Student Enrollment Fall 2017</th>
<th>Composite Underutilization 2018</th>
<th>Composite Underutilization 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female (6,627)</td>
<td>54%</td>
<td>Highly Variable</td>
<td>58%</td>
<td>151</td>
<td>154</td>
</tr>
<tr>
<td>Total Minority (8,457)</td>
<td>69%</td>
<td>Highly Variable</td>
<td>76%</td>
<td>140</td>
<td>155</td>
</tr>
<tr>
<td>Asian (1,343)</td>
<td>11%</td>
<td>Highly Variable</td>
<td>21%</td>
<td>150</td>
<td>153</td>
</tr>
<tr>
<td>Black/African American (3,855)</td>
<td>31%</td>
<td>Highly Variable</td>
<td>25%</td>
<td>129</td>
<td>125</td>
</tr>
<tr>
<td>Hispanic/Latino (3,098)</td>
<td>25%</td>
<td>Highly Variable</td>
<td>31%</td>
<td>184</td>
<td>193</td>
</tr>
</tbody>
</table>

Underutilization is a method developed for federal Affirmative Action Plans, and availability measures are developed by CUNY.

For Staff, availability is calculated by (detailed) job group using both internal and external demographic statistics. Internal measures are based on CUNY demographics of eligible staff; external measures are based on US Census Data and are weighted geographically to reflect the labor market.

Colleges are required as part of the Affirmative Action Plan process to evaluate which activities and programs have most contributed to success, and revise strategies where programs are not providing sufficient impact.
Minority Representation in Staff

Data: 2018 Affirmative Action Plan

Total Minority Staff = 8,457

Baruch College
84.0%

Brooklyn College
85.7%

CUNY School of Law
83.3%

CUNY School of Medicine
86.8%

Graduate Center & Macaulay Honors College
92.2%

Hostos Community College
68.2%

Hunter College
68.0%

LaGuardia Community College
76.3%

Lehman College
59.4%

Medgar Evers College
70.7%

Queens College
76.0%

Queensborough Community College
55.9%

Staten Island College
75.0%

York College
85.7%

John Jay College
59.3%

Kingsborough Community College
75.0%

Lehman College
73.1%

Lehman College
60.1%

LaGuardia Community College
78.6%

LaGuardia Community College
62.5%

LaGuardia Community College
51.2%

LaGuardia Community College
86.8%

LaGuardia Community College
61.6%

LaGuardia Community College
77.8%

Office of Human Resources Management
Female Representation in Staff

Data: 2018 Affirmative Action Plan
Total Female Staff = 6,627

<table>
<thead>
<tr>
<th>Institution</th>
<th>Female Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Staten Island</td>
<td>56.1%</td>
</tr>
<tr>
<td>Baruch Co</td>
<td>53.5%</td>
</tr>
<tr>
<td>Borough of Manhattan CC</td>
<td>53.0%</td>
</tr>
<tr>
<td>Brooklyn College</td>
<td>53.2%</td>
</tr>
<tr>
<td>City College</td>
<td>53.9%</td>
</tr>
<tr>
<td>CUNY Graduate Center</td>
<td>53.9%</td>
</tr>
<tr>
<td>Craig Newmark Graduate School of Law</td>
<td>60.7%</td>
</tr>
<tr>
<td>CUNY Health Science School of Pharmacy</td>
<td>60.0%</td>
</tr>
<tr>
<td>CUNY School of Public Health</td>
<td>56.5%</td>
</tr>
<tr>
<td>CUNY School of Professional Studies</td>
<td>50.5%</td>
</tr>
<tr>
<td>Graduate Center</td>
<td>59.1%</td>
</tr>
<tr>
<td>Hostos CC</td>
<td>50.2%</td>
</tr>
<tr>
<td>Hunter College</td>
<td>53.7%</td>
</tr>
<tr>
<td>John Jay College</td>
<td>55.3%</td>
</tr>
<tr>
<td>Kingsborough CC</td>
<td>55.9%</td>
</tr>
<tr>
<td>LaGuardia CC</td>
<td>49.5%</td>
</tr>
<tr>
<td>Lehman College</td>
<td>55.3%</td>
</tr>
<tr>
<td>Medgar Evers College</td>
<td>56.5%</td>
</tr>
<tr>
<td>NYC College of Technology</td>
<td>50.2%</td>
</tr>
<tr>
<td>Queens College</td>
<td>53.7%</td>
</tr>
<tr>
<td>Queensborough CC</td>
<td>53.4%</td>
</tr>
<tr>
<td>York College</td>
<td>53.7%</td>
</tr>
<tr>
<td>Professional Schools</td>
<td>60.8%</td>
</tr>
</tbody>
</table>
Black/African American Representation in Staff

Data: 2018 Affirmative Action Plan
Total Black/African American Staff = 3,855
Hispanic/Latino Representation in Staff

Data: 2018 Affirmative Action Plan
Total Hispanic/Latino Staff = 3,068
Asian Representation in Staff

Data: 2018 Affirmative Action Plan
Total Asian Staff = 1,343

Professional Schools
Female and Minority Representation in Staff
Data: 2017 and 2018 Affirmative Action Plan

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>53.5%</td>
<td>54.0%</td>
</tr>
<tr>
<td>Minority</td>
<td>68.0%</td>
<td>68.8%</td>
</tr>
</tbody>
</table>
Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.

No underutilization have been reported for these campuses: Borough of Manhattan Community College, Bronx Community College, Central Office, the City College of New York, Guttman Community College, Hostos Community College, Hunter College, LaGuardia Community College, Lehman College, Medgar Evers College, New York City College of technology, York College, Craig Newmark Graduate School of Journalism at CUNY, CUNY School of Professional Studies, CUNY School of Medicine, School of Public Health and Health Policy.
**Female Underutilization in Staff**

**Data:** 2018 Affirmative Action Plan

Underutilization is a calculated measure based on a comparison of staffing to labor market availability, expressed as full-time equivalent employees. The ultimate goal is to reach zero underutilization, subject to having opportunities to hire and promote members of protected groups. Underutilization is the primary measurement used in federal Affirmative Action Plans.

No underutilization have been reported for these campuses: Medgar Evers College, CUNY School of Law, CUNY School of Medicine, School of Public Health and Health Policy.
Black/African American Underutilization in Staff

Data: 2018 Affirmative Action Plan
Hispanic/Latino Underutilization in Staff

Data: 2018 Affirmative Action Plan

Baruch College
Brooklyn College
City College
College of Staten Island
Graduate Center & Macaulay Honors College
Hostos CC
Hunter College
Kingsborough CC
LaGuardia CC
Lehman College
Medgar Evers College
NYC College of Technology
Queen College
Queensborough CC
York College
Central Office
Guttman CC
Asian Underutilization in Staff

Data: 2018 Affirmative Action Plan
Goal #1: Individuals with Disabilities

Benchmarks – Individuals with Disabilities / Faculty and Staff

<table>
<thead>
<tr>
<th>Group and Staffing (293 Total)</th>
<th>Representation (within category)</th>
<th>Representative Availability (see notes)</th>
<th>Student Enrollment Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (89)</td>
<td>1%</td>
<td>7%</td>
<td>NA</td>
</tr>
<tr>
<td>Executives (9)</td>
<td>2%</td>
<td>7%</td>
<td>NA</td>
</tr>
<tr>
<td>Staff (195)</td>
<td>2%</td>
<td>7%</td>
<td>NA</td>
</tr>
</tbody>
</table>

Notes:

Federal benchmarks for this category were introduced in 2013.

The federal availability benchmark is a recommendation of 7%, which is thought to be conservative. There is no requirement to calculate underutilization but there is a requirement to report utilization by job group.

A separate Affirmative Action Plan is prepared for Individuals with Disabilities and Veterans.
Goal #1: Veterans

Benchmarks – Veterans / Faculty and Staff

<table>
<thead>
<tr>
<th>Group and Staffing (1,048 Total):</th>
<th>Representation (within category)</th>
<th>Representative Availability (see notes)</th>
<th>Student Enrollment Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (61)</td>
<td>1%</td>
<td>6.4% hiring rate for 2018</td>
<td>1.2%</td>
</tr>
<tr>
<td>Executives (8)</td>
<td>2%</td>
<td>6.4% hiring rate for 2018</td>
<td>1.2%</td>
</tr>
<tr>
<td>Veterans (192)</td>
<td>2%</td>
<td>6.4% hiring rate for 2018</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Notes:

Federal benchmarks were established for this category in 2013.

There is no availability recommendation for Veterans, but there is a Hiring Rate recommendation which is established annually by the US Department of Labor. Hiring Rate refers to the number of Veteran new hires as a percentage of all new hires.

There is no calculation of underutilization for Veterans.

A separate Affirmative Action Plan is prepared for Individuals with Disabilities and Veterans.

Student Veteran estimate as per the Office of Student Affairs (web site)
Goal #1 – Italian Americans

Benchmarks – Italian Americans / Faculty and Staff

<table>
<thead>
<tr>
<th>Group and Staffing (1,048 Total)</th>
<th>Representation (within category)</th>
<th>Representative Availability</th>
<th>Student Enrollment Fall 2017</th>
<th>Composite Underutilization 2018</th>
<th>Composite Underutilization 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (402)</td>
<td>5%</td>
<td>Min-Max 5% – 15%</td>
<td>1.2%</td>
<td>82</td>
<td>90</td>
</tr>
<tr>
<td>Executives (50)</td>
<td>10%</td>
<td>6%</td>
<td>1.2%</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Staff (596)</td>
<td>5%</td>
<td>Range of 0% to 17%</td>
<td>1.2%</td>
<td>809</td>
<td>788</td>
</tr>
</tbody>
</table>

Notes:

The estimated student population for Italian Americans was 1.2% in 2016, as per the OIRA Ancestry Enrollment Table.

Labor Market Availability methodology for Italian Americans is established through consultation with an external Expert Panel.

A separate Affirmative Action Plan is prepared for Italian Americans.

Unlike other faculty groups, where underutilization is calculated by academic discipline, underutilization of Italian American faculty is calculated by overall job group (Professorial, Instructor, Lecturer) given the availability of Labor Market Data.
# Terms and Methods Relevant to Diversity Metrics

<table>
<thead>
<tr>
<th>Term</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Affirmative Action</strong></td>
<td>Supporting Equal Employment Opportunity and equity through outreach to under-represented groups and a program of measurement and goal-setting</td>
</tr>
<tr>
<td><strong>Affirmative Action Plan</strong></td>
<td>Annual plan of affirmative action activities, goals, results, and plans. Created as per federal guidelines. CUNY added an Italian American Plan.</td>
</tr>
</tbody>
</table>
| **Protected Groups**          | Federally-protected: Females, Total Minorities, Asian/Hawaiian/Other Pacific Islander, Black/African American, Hispanic/Latino, Veterans, Individuals with Disabilities  
                                     CUNY gives protected status: Italian Americans |
| **Utilization/ Representation** | Used equally to denote the percentage of employees identifying as belonging to a given group.                                                  |
| **Underutilization/ Under-representation** | An estimate of the gap between Labor Market availability and utilization, expressed as Full-Time Equivalent employees                           |
| **Labor Market Availability** | Estimate of individuals available to be hired in the general labor market within which CUNY recruits; calculated by job grouping; for faculty calculated by category (Professorial, Instructor, Lecturer Developmental) |
| **Composite Underutilization** | Sum of underutilization numbers across a unit or category of employees; a general indicator of priority areas for outreach                       |