

**EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)**

**for**

**CALIFORNIA STATE UNIVERSITY, FRESNO  
5150 N. Maple Ave., M/S JA41- Room 211  
Fresno, CA 93740  
(559) 278-2032**

**November 01, 2021 through October 31, 2022**

**PART I: AAP FOR MINORITIES AND WOMEN**

**PART II: AAP FOR COVERED VETERANS  
AND PERSONS WITH DISABILITIES**

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California State University, Fresno wishes to make it clear that it does not consent to the release of any information whatsoever contained in this AAP under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this AAP was loaned to such Government, or is considering a request for release of this AAP under the Freedom of Information Act, a request is hereby made that the Government immediately notify the President of California State University, Fresno of any and all Freedom of Information Act requests received by the Government or any other contemplated release of this AAP by the Government which relates to information obtained by the Government from the University. We further request that everyone who has any contact with this AAP or its supporting data treat such information as totally confidential and that such information not be released to any person whatsoever. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

**CALIFORNIA STATE UNIVERSITY, FRESNO AAP**

**TABLE OF CONTENTS**

Background.....4  
Applicable Affirmative Action Laws and Regulations .....4  
Covered Groups Under Affirmative Action Laws and Regulations.....5  
Program Terminology.....6  
Reliance on EEOC’s Guidelines.....6  
Reporting Period.....6  
Statement of Purpose for Parts I and II.....7  
**PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN.....8**  
    Table of Contents.....9  
    Chapter 1: Organizational Profile .....10  
    Chapter 2: Job Group Analysis.....11  
    Chapter 3: Placement of Incumbents in Job Groups.....12  
    Chapter 4: Determining Availability .....13  
    Chapter 5: Comparing Incumbency to Availability.....14  
    Chapter 6: Placement Goals.....15  
    Chapter 7: Designation of Responsibility .....16  
    Chapter 8: Identification of Problem Areas.....20  
    Chapter 9: Action-Oriented Programs .....22  
    Chapter 10: Internal Audit and Reporting .....34  
**PART II: AFFIRMATIVE ACTION PLAN FOR DISABLED VETERANS, OTHER  
VETERANS, AND PERSONS WITH DISABILITIES .....35**  
    Table of Contents.....36  
    Chapter A: Policy Statement.....37  
    Chapter B: Review of Personnel Processes .....39  
    Chapter C: Physical and Mental Qualifications.....40  
    Chapter D: Reasonable Accommodation to Physical and Mental Limitations.....41  
    Chapter E: Harassment .....42  
    Chapter F: External Dissemination of Policy, Outreach and Positive Recruitment .....43  
    Chapter G: Internal Dissemination of Policy .....45  
    Chapter H: Audit and Reporting System .....46  
    Chapter I: Responsibility for Implementation .....47  
    Chapter J: Training .....52  
    Chapter K: Data Collection Analysis.....53  
    Chapter L: Compensation .....54  
**PART III: CALIFORNIA STATE UNIVERSITY, FRESNO PROGRAMS COMMITTED  
TO EQUITY, DIVERSITY AND INCLUSION.....55**

## **INTRODUCTION TO PARTS I AND II**

### **BACKGROUND**

California State University, Fresno is a publicly owned University which provides undergraduate and graduate degree programs. The University was founded in 1911 in the State of California.

California State University, Fresno is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. Because California State University, Fresno has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for covered veterans, and for persons with disabilities for our headquarters and for each of our branch sales offices. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the University from future contracts and subcontracts.

Affirmative Action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative Action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis reveals a numeric disparity between incumbency and availability (and/or hiring rates for veterans), an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. It is toward this end that the following AAP of California State University, Fresno was developed.

### **APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS**

California State University, Fresno's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

California State University, Fresno has developed separately an Affirmative Action Plan for covered veterans and persons with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations,

Part 60-741 (Affirmative Action Program for Handicapped Persons), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (Affirmative Action Program for Disabled Veterans and Other Veterans).

Under Section 503, a business with a federal contract of more than \$15,000 is required to treat qualified individuals with disabilities without discrimination on the basis of their physical or mental disability in all employment practices, and to take affirmative action to employ and advance in employment individuals with disabilities. If the company has at least 50 employees and a single contract of \$50,000 or more, then it must also develop a Section 503 AAP, as described in 41 CFR 60-741, Subpart C. Section 503 applies to businesses with federal construction contracts, but not to businesses with federally assisted construction contracts.

Under VEVRAA, a business with a federal contract of \$150,000 or more is required to treat qualified individuals without discrimination based on their status as a protected veteran in all employment practices, and to take affirmative action to employ and advance in employment protected veterans. If the company has at least 50 employees and a single contract of \$150,000 or more, then it must also develop a VEVRAA AAP, as described in 41 CFR 60-300, Subpart C. VEVRAA applies to businesses with federal construction contracts, but not to businesses with federally assisted construction contracts.

Part III highlights programs at California State University, Fresno that are committed to Equity, Inclusion and Diversity.

## **COVERED GROUPS UNDER AFFIRMATIVE ACTION LAWS AND REGULATIONS**

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Disabled veterans: veterans entitled to compensation for a disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined under section 3106 of Title 38 to have a serious employment disability, or a person who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-year of discharge or release from active duty.

Veterans who received an "Armed Forces Medal."

An individual with a disability: a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

## **PROGRAM TERMINOLOGY**

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms California State University, Fresno is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although California State University, Fresno will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate California State University, Fresno's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that California State University, Fresno believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.30.

This AAP is not intended to create any contractual or other rights in any person or entity.

## **RELIANCE ON EEOC'S GUIDELINES**

Although California State University, Fresno does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

## **REPORTING PERIOD**

This AAP is designed to cover the following reporting dates:

- Employee (snapshot) data: October 31, 2021
- Transaction period (hires, promotions/transfers, and terminations): June 1, 2020 - October 31, 2021<sup>1</sup>
- AAP implementation period: November 1, 2021 - October 31, 2022

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<sup>1</sup> This year's reporting period is an extended period of time from June 1, 2020 to October 31, 2021, as the annual reporting period has been modified from June 1 – May 31 to November 1 – October 31, to be in sync with all of the other CSU campuses' reporting periods.

## STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, covered veterans, and persons with disabilities into all levels and segments of California State University, Fresno's workforce in proportion to their representation in the qualified relevant labor market. California State University, Fresno is strongly committed to the principles of equal employment opportunity and nondiscrimination for all. It has been, and will continue to be, the University's policy to provide programs, services and benefits, including employment, without regard to race, religion, color, gender, marital status, pregnancy, national origin, age (over 40), mental or physical disability, sexual orientation, special disabled veteran's status, Vietnam Era or other covered veteran status. Similarly, the University will continue to administer all other personnel action in accordance with this Policy and applicable legal guidelines. The University does not tolerate harassment or discrimination in any form.

This policy applies to all employment actions, and educational opportunities including but not limited to recruitment, hiring, education, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, and admission to education programs. To the extent permitted by law, every employee must actively participate in promoting and implementing diversity and equal employment opportunity.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, California State University, Fresno is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining California State University, Fresno's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

**CALIFORNIA STATE UNIVERSITY, FRESNO AAP**

**PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN**

**FOR**

**NOVEMBER 01, 2021 THROUGH OCTOBER 31, 2022**



**PART I**

**AAP FOR MINORITIES AND WOMEN**

**TABLE OF CONTENTS**

**CHAPTER 1:** ORGANIZATIONAL PROFILE  
41 C.F.R. § 60-2.11

**CHAPTER 2:** JOB GROUP ANALYSIS  
41 C.F.R. § 60-2.12

**CHAPTER 3:** PLACEMENT OF INCUMBENTS IN JOB GROUPS  
41 C.F.R. § 60-2.13

**CHAPTER 4:** DETERMINING AVAILABILITY  
41 C.F.R. § 60-2.14

**CHAPTER 5:** COMPARING INCUMBENCY TO AVAILABILITY  
41 C.F.R. § 60-2.15

**CHAPTER 6:** PLACEMENT GOALS  
41 C.F.R. § 60-2.16

**ADDITIONAL REQUIRED ELEMENTS OF AFFIRMATIVE ACTION PROGRAMS**

**CHAPTER 7:** DESIGNATION OF RESPONSIBILITY  
41 C.F.R. § 60-2.17(a)

**CHAPTER 8:** IDENTIFICATION OF PROBLEM AREAS  
41 C.F.R. § 60-2.17(b)

**CHAPTER 9:** ACTION-ORIENTED PROGRAMS  
41 C.F.R. § 60-2.17(c)

**CHAPTER 10:** INTERNAL AUDIT AND REPORTING SYSTEM  
41 C.F.R. § 60-2.17(d)

## **PART I: AAP FOR MINORITIES AND WOMEN**

### **CHAPTER 1: ORGANIZATIONAL PROFILE**

#### **41 C.F.R. § 60-2.11**

##### **Workforce Analysis/Lines of Progression**

California State University, Fresno conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated October 31, 2021.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles. For each job title, the lower threshold of the salary range is provided.

For each job title, California State University, Fresno identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native employees, and the male and female employees within each of these race/ethnic groups.

California State University, Fresno carefully analyzed the workforce analysis to identify problem areas needing correction, such as concentrations or segregation of minorities or women by organizational unit, job, or pay. Problems, if any, are identified in Chapter 8: Identification of Problem Areas; programs to correct the identified problems are identified in Chapter 9: Action-Oriented Programs.

##### **Lines of Progression**

Developed in conjunction with the workforce analysis is information on California State University, Fresno's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

## **CHAPTER 2: JOB GROUP ANALYSIS**

### **41 C.F.R. § 60-2.12**

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

It may not be possible for a smaller contractor's job groups to meet the guideline of not crossing EEO categories. While there are usually two or more job groups within each EEO-1 or EEO-6 category, for smaller contractors some or all of their job groups may correspond to EEO categories.

California State University, Fresno did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

**CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS**  
**41 C.F.R. § 60-2.13**

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, pay grade, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of October 31, 2021.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

## CHAPTER 4: DETERMINING AVAILABILITY

### 41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at California State University, Fresno for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if California State University, Fresno's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

#### Steps in Comparison of Incumbency to Availability

##### Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2006-2010 American Community Survey (ACS) Census of Population data.
  - a. Local labor area: **Fresno Co. 93.50%, Madera Co. 3.98%, Tulare Co. 2.52%.**
  - b. Reasonable labor area: **National**
  - c. National Opinion Research Center (NORC) Data: Applied to Instructional Job Groups.

See the *Zip Code Analysis* report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.

See the *Availability Analysis* for the availability breakdown for each job group.

**CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY**  
**41 C.F.R. § 60-2.15**

Once final availability estimates were made for each job group, California State University, Fresno compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of October 31, 2021 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

## CHAPTER 6: PLACEMENT GOALS

### 41 C.F.R. § 60-2.16

California State University, Fresno has established a percentage annual placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. California State University, Fresno believes these goals are attainable. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of persons when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that California State University, Fresno hire a specified number of minorities or women.

Goals are not rigid and inflexible quotas which must be met but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which California State University, Fresno, a community group, or a compliance agency can measure progress in remedying identified deficiencies in California State University, Fresno's workforce. By setting realistic goals, based on expected vacancies and anticipated availability of skills within the relevant labor area, and using a job-related selection system, California State University, Fresno should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female qualified applicants from which to make selections.

In establishing goals, California State University, Fresno considered the results which could reasonably be expected from putting forth every good faith effort to make our overall AAP work. We involved personnel-relations staff, department heads, and unit managers and supervisors in the goal-setting process. Goals were not established that would exclude any gender or race/ethnic group.

See the *Placement Goals* report for each job group.

**CHAPTER 7: DESIGNATION OF RESPONSIBILITY**  
**41 C.F.R. § 60-2.17(a)**

As part of its efforts to ensure equal employment opportunity to all individuals, California State University, Fresno has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, the Provost & Vice President for Academic Affairs, the Vice President for Administration & Finance, the Associate Vice President for Faculty Affairs, the Associate Vice President of Human Resources, and the EEO Officer; as well as those employed as supervisors and managers have undertaken the responsibilities described below.

President

The primary responsibility and accountability for implementing the AAP rests with the President, Dr. Saúl Jiménez-Sandoval. This person is responsible, through the Provost & Vice President for Academic Affairs, the Vice President for Administration & Finance, the Associate Vice President for Faculty Affairs, the Associate Vice President for Human Resources, and the Equal Employment Opportunities Officer, for adherence to California State University, Fresno's policy of equal employment opportunity and affirmative action. This role includes, but not limited to:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring California State University, Fresno's AAP. Ensure that these personnel are identified in writing by name and job title.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that insures total involvement and commitment to equal employment opportunity programs by California State University, Fresno's AAP.

Provost & Vice President for Academic Affairs/Vice President for Administration & Finance

Interim Provost & Vice President for Academic Affairs, Dr. Xuanning Fu, and Vice President for Administration & Finance, Deborah Adishian-Astone, are jointly responsible for overall supervision of the AAP and ensures, through the Associate Vice President of Faculty Affairs, the Associate Vice President for Human Resources, the EEO Officer, department managers and supervisors that all relevant policies and procedures are adhered to. Responsibilities include, but are not limited to, the following:

1. Ensure that California State University, Fresno adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Ensure that the AAP is reviewed and updated annually in accordance with California State University, Fresno's stated policy.



3. Participate in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.
4. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Ensure that new employees receive orientation to California State University, Fresno's equal employment opportunity policy and are informed with regard to the AAP and its objectives.
7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
8. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable.
9. Review job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

Associate Vice President for Faculty Affairs/Associate Vice President of Human Resources/  
EEO Officer

The Associate Vice President for Human Resources, Associate Vice President for Faculty Affairs and EEO Officer direct the activities and implementation of the AAP. Duties include, but are not limited to, the following:

1. Provide direction to California State University, Fresno's campus to ensure that the goals of the University's equal employment opportunity and affirmative action are met.
2. Ensure updating of California State University, Fresno's AAP at least on an annual basis in accordance with stated policy.
3. Advise management in the modification and development of California State University, Fresno's policies to ensure the enhancement of equal employment

opportunity for all employees and potential employees within existing equal employment opportunity guidelines.

4. Conduct periodic audits to ensure all required posters and those advertising California State University, Fresno's equal employment opportunity policies and AAP are displayed and that California State University, Fresno's equal employment opportunity and AAP policies are being thoroughly communicated.
5. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

#### Equal Employment Opportunity Officer

The EEO Officer, is responsible for ensuring the directives of the President, Provost & Vice President for Academic Affairs, Associate Vice President for Faculty Affairs, and Associate Vice President of Human Resources are implemented; performs oversight of the AAP and monitors the recruiting process and provides training to those involved in the process. The responsibilities of the EEO Officer include, but are not limited to:

1. Establishing and training a pool of "EEO Designees" to serve on campus search committees.
2. Providing guidance to management, staff and faculty on employment practices, particularly in the area of recruiting, to ensure compliance with the University's EEO policy.
3. Reviewing specific recruitments for compliance with the EEO policy prior to an offer of employment being made.
4. Requesting additional information if needed to resolve questions about the recruitment plan.
5. In collaboration with the Associate Vice President of Human Resources and the HR Classification and Compensation Manager, ensure that all position descriptions are reviewed to ensure that the essential functions are non-discriminatory and job related.
6. Responsible for the design and effective implementation of the AAP.
7. In collaboration with the Associate Vice President of Human Resources and the Associate Vice President for Faculty Affairs, develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.
8. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

### Vice Presidents, Cabinet Members, Deans, Department Chairs, and Directors

In their direct day-to-day contact with California State University, Fresno's employees, managers and supervisors have assumed certain responsibilities to help the University ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to California State University, Fresno's equal employment opportunity and affirmative action policy.
  - A. Support and assist the Provost & Vice President for Academic Affairs, the Vice President for Administration & Finance, the Associate Vice President of Faculty Affairs, Associate Vice President of Human Resources and Equal Employment Opportunities Officer in developing, maintaining, and successfully implementing the AAP.
  - B. Complete progress reports regarding the status of goal achievement.
  - C. Take action to prevent harassment of employees placed through affirmative action efforts.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with California State University, Fresno's policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

### Members of the Campus Community

Employees, students and visitors are responsible for conducting themselves in a manner that ensures others are able to work in an atmosphere free from unlawful discrimination and harassment. These duties include, but are not limited to, the following:

1. All members of the campus community are expected to treat others with civility, dignity and respect. The University encourages participation in campus workshops, activities and programs that support or celebrate diversity, or that afford an opportunity to learn about the cultures of others.

**CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS**  
**41 C.F.R. § 60-2.17(b)**

**Terminology**

*The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms California State University, Fresno is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although California State University, Fresno will use the terms in good faith in connection with its AAP, such use does not necessarily signify the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).*

Based on analyses of each job group, areas of concern have been identified and are discussed below. In addition to comparing incumbency to availability within job groups, California State University, Fresno has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations) as well as by organizational unit. California State University, Fresno will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

**41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group**

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce analysis*.

An analysis of minority and female utilization within each job group, was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

**41 C.F.R. § 60-2.17(b)(2): Personnel Activity**

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. In order to avoid meaningless results, Impact Ratio Analyses were conducted only if there are at least 1+ transactions that occurred in a job group. See the *Summary of Personnel Transactions Report* for each job group.

**41 C.F.R. § 60-2.17(b)(3): Compensation Systems**

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job title.

## **CHAPTER 9: ACTION-ORIENTED PROGRAMS**

### **41 C.F.R. § 60-2.17(c)**

California State University, Fresno tailors our action-oriented programs each year to ensure they are specific to the problem identified. A goal was established if the female/minority incumbency percentage is less than 80% of the female/minority availability percentage.

#### **Action-Oriented Program:**

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The Equal Employment Opportunity Officer with guidance from the Associate Vice President of Human Resources, and Associate Vice President for Faculty Affairs; and assistance of departmental managers, will be responsible in ensuring that the following are implemented.

#### **Recruitment:**

1. Review its recruitment practices to ensure that vacancy announcements reach as many potential applicants as possible, including women, minorities, covered veterans and those who are disabled.
2. Advertise in employment sections of minority and women's interest media in addition to mainstream media outlets.
3. Advertise on web sites specifically targeting women and minority audiences in addition to non-minority or gender specific web sites.
4. In addition to standard recruitment sources, identify recruiting sources that may be of particular interest to minorities and women.
5. Work with management in Plant Operations to promote trainee positions that would attract women to positions in skilled crafts.
6. Provide assistance to hiring authorities including the development of recruiting strategies, interview questions, and appropriate advertising consistent with relevant laws, regulations and policy.

#### **Advertisement Sources:**

##### **General Resources**

Monster.Com: <http://www.monster.com/>

CareerBuilder: <http://www.careerbuilder.com>

CareerMosaic: <http://www.careermosaic.org>

America's Job Bank: Let your recruiter know if you want to use this free site.

### **African American**

The Black Collegian Online: <http://www.blackcollegian.com/>

Blackworld: <http://www.blackworld.com/careers.htm>

National Black MBA Association: <http://www.nbmbaa.org>

### **Asian American**

AsiaNet: <http://www.asianet.com/>

National Association of Asian American Professionals:

<http://www.naaap.org/careercenter>

### **Disabled**

Accessibility at Fresno State: <https://accessibility.fresnostate.edu/>

### **Diversity Sites**

Equal Opportunity Publications: <http://www.eop.com/>

New Mobility's Interactive Cafe': <http://www.newmobility.com/>

Diversity Careers in Engineering & Information Technology:

<http://www.diversitycareers.com/>

President's Council on Equity, Diversity, and Inclusion (PCEDI):

<https://studentaffairs.fresnostate.edu/pcedi/index.html/>

### **Hispanic/Portugese American**

Saludos Web: <http://www.saludos.com/>

Hispanic Professional Organizations:

The Hispanic Online: <http://www.hisp.com/>

LatPro: <http://www.latpro.com/>

### **Native American**

American Indian Science and Engineering Society: <http://www.aisis.org/> (send job opportunities bulletins to [info@aisis.org](mailto:info@aisis.org))

## **Women**

Fresno Women's Network: This site has a permanent link to the Fresno State staff employment page.

JAWS, Journalism and Women Symposium: <http://www.jaws.org/> (send job announcement to: jawsjobs@yahoo.com. but read the instructions on the above web page. This is a free site.)

## **Organizations/Publications Serving Minority and Women Professionals**

Affirmative Action Register ([www.aar-eeo.com/index.html](http://www.aar-eeo.com/index.html))

This publication is the national Equal Employment Opportunity (EEO) recruitment publication directed to underrepresented groups and all other applicants. It contains a listing of professional, managerial, and administrative positions in all employment sectors, including many opportunities in higher education. Publication on their website is at no additional charge to the employer.

American Association of Affirmative Action ([www.affirmativeaction.org/](http://www.affirmativeaction.org/))

The American Association for Affirmative Action is the association of professionals managing affirmative action, equal opportunity, diversity and other human resource programs.

### **MOLIS (Minority On-line Information Service)**

(<http://content.sciencewise.com>)

The Minority On-Line Information Service (MOLIS) is your source for information on minority institutions and minority targeted opportunities. Containing a database of over 220 minority institutions, it is a one-stop source of in-depth information about participating Hispanic-serving Institutions, Historically Black Colleges and Universities, Predominantly Black Colleges and Universities, Tribal Colleges and Universities, and other minority institutions. The on-line service has over 65,000 users who subscribe to their e-mail service and receive job announcements based on their keyboard selections.

### **Ford Foundation (<http://www4.nas.edu>)**

This directory contains information on Ford Foundation Postdoctoral fellowship recipients awarded since 1980 and Predoctoral and Dissertation Fellowships awarded since 1986. The directory was created to serve as a resource for university officials seeking to attract diversity in the campus environment.

### **MWDD, Minority and Women Doctoral Directory ([www.mwdd.com](http://www.mwdd.com))**

The directories include up-to-date information on candidates who have recently received, or are soon to receive, a doctoral or master's degree. The list of candidates includes name, address, area of specialization, topic of dissertation, and current employment status, if applicable. The current directories are published annually, and are available by October 1<sup>st</sup>. Archives directories are available on their website.



### **Directory of Minority Ph.D. and M.F.A. Candidates and Recipients**

([www.cic.uiuc.edu/](http://www.cic.uiuc.edu/))

This directory is published annually and is generally available by October 1<sup>st</sup>. The directory lists minority graduate students who have completed or are expected to complete the Ph.D. or M.F.A. degree. Candidates are listed by degree and specialization.

### **Black Issues in Higher Education** (<https://www.jbne.com>)

This publication is the nation's only news magazine dedicated exclusively to minority issues in higher education. Published biweekly, it provides in-depth coverage of relevant educational concerns. Black Issues publishes a special report each year that features its annual ranking of the top 100 institutions that confer the largest number of degrees to students of color in the United States. The report (available on their website) details undergraduate, graduate, and terminal degrees granted by institutions.

### **Hispanic Outlook in Higher Education** ([www.HispanicOutlook.com/](http://www.HispanicOutlook.com/))

This publication reaches a broad audience of educators, administrators, students, student services, and community-based organizations. Its readership is primarily composed of progressive decision makers in academia and in the public and private sectors. Hispanic Outlook publishes a report ranking the top 100 institutions granting the largest number of degrees to Hispanic students in the United States. The report is available on their website.

### **Advancing Women in Higher Education** ([www.nawe.org/](http://www.nawe.org/))

NAWE was the first professional association for women working in higher education. Its mission is to address issues in higher education, including the interests, scholarship, and advancement of women educators and students.

NAWE membership is comprised of entry-level administrators, association professionals, mid-level managers, vice presidents, faculty members, graduate students, college presidents—a diverse grouping of women representative of the full spectrum of higher education.

NAWE offers higher education-related job listings through its World Wide Web page. Job seekers may use this service to search job listings by category at any time. Employers may post jobs via on-line submission for a \$25 fee (prepaid). Job posts will remain on their web page for 30 days.

### **Office of Women in Higher Education** (link via [www.acenet.org/](http://www.acenet.org/))

The mission of the Office of Women in Higher Education (OWHE), its programs, and The Network (a state-based affiliate) is to identify qualified women leaders, develop leadership skills, and advance them into deanships, vice presidencies, and presidencies of higher education institutions, or equivalent positions.

### **Office of Minorities in Higher Education (OMHE)** (link via [www.acenet.org/](http://www.acenet.org/))

The Office of Minorities in Higher Education (OMHE) supervises ACE's Minority Initiative, which was launched in 1987 in response to declining rates of minority participation in higher education. Through such publications as the annual Status Report on Minorities in Higher Education, OMHE has become one of the nation's major sources of information on the educational

status of minorities, exemplary programs aimed at improving the campus climate for persons of color, and the challenges faced by academe in its efforts to continue to increase participation rates and degree attainment by U.S. ethnic minorities.

The office also provides extensive assistance to colleges and universities seeking to improve their recruitment and retention of minority students, faculty, and administrators

**Association of American Colleges and Universities ([www.aacu-edu.org/](http://www.aacu-edu.org/))  
Program on the Status and Education of Women**

The Association of American Colleges and Universities (AAC&U) is an institutional membership higher education association. Its members are associate-, baccalaureate-, and graduate-degree granting colleges and universities.

Their publication, *On Campus with Women* (OCWW), sponsored by AAC&U's Program on the Status and Education of Women (PSEW), provides readers with the most up-to-date information on women in higher education. It focuses on women's leadership, the campus climate, curriculum and pedagogy, and the newest research about women.

**National Alliance for Black School Educators ([www.nabse.org/](http://www.nabse.org/))**

NABSE, a 5,000 plus member, nonprofit organization, is the nation's largest network of African American educators. NABSE is dedicated to improving the educational accomplishments of African American youth through the development and deployment of instructional and motivational methods that increase levels of inspiration, attendance and overall achievement.

NABSE seeks to promote and facilitate the education of all students, especially those of African descent and establish a coalition of African American educators and others directly and indirectly involved in the educational process.

NABSE is pleased to post professional employment opportunities for its members from employers committed to workplace diversity. All positions are posted for 60 days.

**Women in Higher Education (<http://www.wihe.com/>)**

Now completing its ninth year, this is the only monthly news journal designed to reach thousands of women leaders on campuses all over the USA, Canada, and worldwide on the Internet. Employers can reach more than 12,000 women readers each month. Low rates, compared to many academic publications, reflect their philosophical value of offering a wide range of campus job opportunities to women.

## **ATHLETICS**

**National Collegiate Athletic Association (<http://www.ncaa.org/>)**

The National Collegiate Athletic Association is the organization through which the nation's colleges and universities speak and act on athletics matters at the national level. It is a voluntary association of more than 1,200 institutions, conferences, organizations and individuals devoted to the sound administration of intercollegiate athletics.

General classified advertising is offered at NCAA online: [www.ncaa.org/market/ads](http://www.ncaa.org/market/ads). Advertisers are invited to use The Market to locate candidates for positions open at their institutions. Advertisements are published each day, Monday through Friday.

## **PUBLIC ADMINISTRATION**

### **Conference of Minority Public Administrators**

(<http://www.aspanet.org/index.htm>)

With a diverse membership composed of more than 10,000 practitioners, scholars, teachers and students, ASPA is the largest and most prominent professional association in the field of public administration.

The Recruiter Online ([www.aspanet.org/recruiter/recruit.htm](http://www.aspanet.org/recruiter/recruit.htm)). Job listings are posted as they come in and some listings are posted exclusively in the online edition.

### **National Forum for Black Public Administrators ([www.nfbpa.org/](http://www.nfbpa.org/))**

NFBPA is rapidly emerging as the nation's premier association of Black public leadership, with a growing and proud reputation for strengthening the capacity of state and local government managers in a multitude of disciplines, through intensive training, professional development programs, and a powerful network of Black public leadership.

The NFBPA mission is to serve the magnet organization for linking public, private and academic institutions into an effective network to support interdisciplinary communications, management innovation and professional development among Blacks choosing public service careers.

### **National Black MBA Association, Inc. ([www.nbmbaa.org/](http://www.nbmbaa.org/))**

The National Black MBA Association, Inc., (NBMBAA), is a business organization which leads in the creation of economic and intellectual wealth for the Black community.

The National Black MBA Association, Inc. can help you leverage internet access to reach the brightest minority management talent. A brief overview of our services includes National Conference Job Matching, job postings in the Black MBA Magazine, the official publication of the National Black MBA Association, the Job Posting System which is a fast and economical way of making your opportunities available to the African American professional market, a Database Search which saves significant time and money in the quest for African American professionals in a wide range of disciplines, and an Internet Job Matching System which will enable subscribing recruiters to access thousands of resumes of African American and other minorities in a wide range of disciplines.

## COMMUNICATIONS

### **Asian American Journalist Association** ([www.aaaja.org/](http://www.aaaja.org/))

The Asian American Journalists Association is a non-profit organization with approximately 1,700 members in seventeen chapters nationwide and in Asia.

Job listings, or any inquiries about posting, should be sent to [post@aaaja.org](mailto:post@aaaja.org). Your listing, if selected, will be posted for one week at no charge, on their Membership Listserv. Excerpts from the listerv are posted on the web page.

Jobs are accepted in print, radio, television, and new media journalism, as well as announcements for academic positions, non-profit work, fellowships and internships. Positions must be full-time and permanent, and pertain to reporting, writing, editing, publishing, producing, directing, or teaching.

## LIBRARY SCIENCE

### **ALA Office for Literacy and Outreach Services (OLOS)** ([www.ala.org/olos/](http://www.ala.org/olos/))

The Office for Literacy and Outreach Services (OLOS) serves the American Library Association (ALA) by supporting and promoting literacy and equity of information access initiatives for traditionally underserved populations.

### **Black Caucus of the American Library Association** ([www.bcala.org/](http://www.bcala.org/))

The Black Caucus of the American Library Association serves as an advocate for the development, promotion, and improvement of library services and resources to the nation's African American community; and provides leadership for the recruitment and professional development of African American librarians.

BCALA publishes a bi-monthly newsletter publicizing the activities of African American librarians and disseminating information on developments of interest to its membership. It also issues a bi-annual directory of the membership to improve communications and foster networking efforts.

## MATHEMATICS/STATISTICS

### **Association of Women in Mathematics** ([www.awm-math.org/](http://www.awm-math.org/))

The Association for Women in Mathematics (AWM) is a non-profit organization founded in 1971. Their continuing goal is to encourage women in the mathematical sciences. AWM currently has more than 4,100 members (women and men) representing a broad spectrum of the mathematical community — from the United States and around the world!

## SCIENCE/TECHNOLOGY

### **American Association of Blacks in Energy (AABE)** ([www.aabe.org/](http://www.aabe.org/))

The American Association of Blacks in Energy (AABE) is a national association of energy professionals founded and is dedicated to ensure the input of African Americans and other minorities into the discussion and development of energy policies, regulations, R&D technologies and environmental issues in the United States.

### **Association of Women in Science** (<https://www.awis.associationcareernetwork.com>)

AWIS is dedicated to the achievement of equity and full participation of women in all areas of science and technology.

### **National Society of Black Engineers** ([www.nsbe.org/](http://www.nsbe.org/))

NSBE's mission is to increase the number of culturally responsible black engineers who excel academically, succeed professionally, and positively impact the community. Members may search jobs nationwide and post their resumes directly to recruiter e-mail for FREE. An on-line resume database service is available to students and professionals

Recruiters may take advantage of unlimited job posting opportunities with Quarterly and Annual Subscription purchase. NSBE offers a resume referral service, matching employment criteria with the right candidate. For more information visit their web site <https://careers.nsbe.org/jobs>

### **Society of Hispanic Professional Engineers** ([www.shpe.org/](http://www.shpe.org/))

The Society of Hispanic Professional Engineers, Inc., is a national not-for profit organization that promotes Hispanics in engineering, math and science. SHPE continues to expand at an aggressive pace and currently includes 170 student chapters with more than 5,300 student members and 42 professional chapters with over 1,500 professional members. SHPE is committed to helping the nation fill a growing need for engineers and scientists in this decade and beyond.

A mailing list and an archive have been created for candidates and employers. Visit the Jobs section for more information, <https://careercenter.shpe.org>

### **Society of Women Engineers** ([www.swe.org/](http://www.swe.org/))

The Society of Women Engineers is a non-profit educational and service organization of graduate engineers and women and men with equivalent engineering experience. Career assistance is available on-line with job matching, resume posting, and job listings.

### **Society for Advancement of Chicanos and Native Americans in Science (SACNAS)** ([www.sacnas.org/](http://www.sacnas.org/))

The mission of SACNAS is to encourage Chicano/Latino and Native American students to pursue graduate education and obtain the advanced degrees necessary for research careers and science teaching professions at all levels.

The SACNAS Employment "Hot Opportunities" listings post job announcements. Applicants click on the job title to read a complete job description. To place a conference program or web ad, contact SACNAS at Web Advertising, [webads@sacnas.org](mailto:webads@sacnas.org).

## **SOCIAL WORK**

### **National Association of Black Social Workers ([www.nabsw.org/](http://www.nabsw.org/))**

Through the development of national and international education conferences, the organization provides professional leadership to local, national and global communities. The organization recently celebrated its 30th Anniversary with a membership that represents the many facets of social work practice and education.

The NABSW Office of Students Affairs (OSA) is concerned with the recruitment and retention of students and faculty of African ancestry in schools of social work, as well as social work curriculum development.

### **National Association of Puerto Rican/Hispanic Social Workers**

([www.naprhsw.com](http://www.naprhsw.com))

NAPRHSW is composed mainly of professional social workers committed to the betterment of the Puerto Rican & Hispanic communities, thus improving the community as a whole. Our organization promotes understanding, advancement and empowering of the Puerto Rican and Hispanic population.

## **SOCIAL SCIENCES**

### **National Conference of Black Political Scientists (NCOBPS)**

(<http://www.ncobps.org>)

The National Conference of Black Political Scientists (NCOBPS) is organized to study, enhance, and promote the political aspirations of people of African descent living in America. It is organized primarily as an intellectual vehicle and an educational instrument. The NCOBPS publishes a quarterly newsletter and an annual review.

## **WOMEN'S STUDIES**

### **National Women's Studies Association ([www.nwsa.org/](http://www.nwsa.org/))**

NWSA supports and promotes teaching, learning, research, and professional and community service at the pre-K through post-secondary levels and serves as a locus of information about the inter-disciplinary field of Women's Studies for those outside the profession. NWSA publishes a newsletter NWSAction, the quarterly NWSA Journal and other publications. Jobs are posted online at [http://www.nwsa.org/jobs\\_search.asp](http://www.nwsa.org/jobs_search.asp).

**The NWSA site also hosts the following site: Women of Color Leadership Project**

(<https://www.nwsa.org/woclp>)

## HIGHER EDUCATION ORGANIZATIONS/PUBLICATIONS

### **American Association of Colleges for Teacher Education** ([www.aacte.org/](http://www.aacte.org/))

AACTE is a national, voluntary association of colleges and universities with undergraduate or graduate programs that prepare professional educators.

AACTE posts position vacancies on its web site. The position vacancy section is one of the most popular sections on the AACTE site.

### **American Association of University Professors** ([www.aaup.org/](http://www.aaup.org/))

Membership in the American Association of University Professors is open to college and university faculty members, administrators, graduate students, and the general public. Founded in 1915, AAUP defends academic freedom and tenure, advocates collegial governance, and develops policies ensuring due process

Their publication, *Academe*," offers job listings. Non-profit advertisers--such as most institutions of higher education, public-interest and advocacy groups, and university presses--qualify for their special non-profit rates. For information on closing dates or mechanical specifications, please call Wendi Maloney at (202) 737-5900, ext. 3014, or send an e-mail to [wmaloney@aaup.org](mailto:wmaloney@aaup.org).

### **HigherEd Jobs.com** ([www.higheredjobs.com/](http://www.higheredjobs.com/))

One of the most extensive on-line sites devoted to employment opportunities in higher education. The site includes links to faculty, staff, and administrative announcements. The site includes publications and links of professional organizations identified by areas of interest, faculty by discipline, and administration by function.

Since 1996, this has been an outstanding Internet resource providing incomparable service and reaching thousands of potential candidates each month.

You can post a single position for \$95 or post an unlimited number of positions for one year. Visit the site for details.

### **Chronicle of Higher Education** (<http://chronicle.com/>)

This publication lists academic employment opportunities nationwide. Advertisers include colleges, universities, and other non-profit organizations in the U.S. and around the world. In addition to printing your job ad in the print publication, all job announcements are posted on The Chronicle's online Career Network at no additional charge.

### **Job Specifications/Selection Process:**

1. Maintain an ongoing practice of reviewing position descriptions to ensure that they accurately reflect position functions and are consistent for the same position from one organizational unit to another.
2. Maintain an ongoing practice of validating job duties for each position using job performance criteria nondiscriminatory with respect to race, color, religion, gender (except where a bona fide occupational qualification), marital status, pregnancy, national origin, age (over 40), disability, veteran's status, or sexual orientation.
3. Make position descriptions, employee specifications, and classification standards available to all members of management and recruiting sources involved in the recruiting, screening, selection, and promotion process. Copies of position descriptions and employee specifications for job openings are available to all recruiting resources.
4. Train personnel participating in the selection process so that it remains nondiscriminatory.
5. Appoint "Equal Employment Opportunity (EEO) Designees" to provide ongoing review of each search process and assist with adherence to the University's EEO policy and personnel practices. EEO Designees for faculty and staff positions serve on each search committee as designees of the Equity Compliance Coordinator. Designees shall share the responsibility for ensuring that the AAP is adequately implemented. The hiring authority is responsible for appointing a designee from the available pool of trained EEO Designees. The responsibilities of the EEO Designee include, but are not limited to:
  - a. Being familiar with this Affirmative Action Plan.
  - b. Participating in all stages of the recruitment process keeping the Equal Employment Opportunity Officer informed as appropriate as to progress.
  - c. Ensuring that recruitment efforts include efforts to attract qualified minorities, women and other designated groups.
  - d. Monitoring the selection process of the search committee, taking responsibility for ensuring that all candidates are given fair consideration based on meeting the qualifications derived from the vacancy announcement criteria.
6. The University will evaluate data on the rates of promotion, reclassification and separation of employees by gender and ethnicity to ensure that no gender or ethnic group has been adversely impacted by personnel processes involved in promotions and separations. The Equal Employment Opportunity Officer shall provide findings to the Associate Vice President for Human Resources, the Associate Vice President for Faculty Affairs, the Vice President for Administration & Finance, and the Provost & Vice President for Academic Affairs.



**Job Advancement:**

California State University, Fresno shall support equal opportunity for minority and female employees for all promotions by:

1. Posting promotional opportunities.
2. Providing formal employee evaluation programs.
3. Validating job duties based on job classification criteria.
4. Encouraging all employees eligible for the University's tuition fee waiver program to develop career plans that enhance knowledge and skills.

## **CHAPTER 10: INTERNAL AUDIT AND REPORTING**

### **41 C.F.R. § 60-2.17(d)**

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the Associate Vice President for Human Resources, the Associate Vice President for Faculty Affairs, the Vice President for Administration & Finance, the Provost & Vice President for Academic Affairs, and other relevant persons are required.

The objective of all record keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the Affirmative Action Plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The California State University, Fresno auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Provost & Vice President for Academic Affairs, the Vice President for Administration & Finance, in collaboration with the Associate Vice President for Human Resources, the Associate Vice President for Faculty Affairs and EEO Officer:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Reviews report results with all levels of management; and
4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

**CALIFORNIA STATE UNIVERSITY, FRESNO AAP**

**PART II: AFFIRMATIVE ACTION PLAN FOR DISABLED VETERANS, OTHER  
VETERANS, AND PERSONS WITH DISABILITIES**

**FOR**

**NOVEMBER 01, 2021 THROUGH OCTOBER 31, 2022**

## **PART II**

### **AAP FOR DISABLED VETERANS, OTHER VETERANS, AND PERSON WITH DISABILITIES**

#### **TABLE OF CONTENTS**

<b>CHAPTER A:</b>	<b>POLICY STATEMENT</b> 41 C.F.R. §§ 60-250.44(a); 60-741.44(a)
<b>CHAPTER B:</b>	<b>REVIEW OF PERSONNEL PROCESSES</b> 41 C.F.R. §§ 60-250.44(b); 60-741.44(b)
<b>CHAPTER C:</b>	<b>PHYSICAL AND MENTAL QUALIFICATIONS</b> 41 C.F.R. §§ 60-250.44(c); 60-741.44(c)
<b>CHAPTER D:</b>	<b>REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS</b> 41 C.F.R. §§ 60-250.44(d); 60-741.44(d)
<b>CHAPTER E:</b>	<b>HARASSMENT</b> 41 C.F.R. §§ 60-250.44(e); 60-741.44(e)
<b>CHAPTER F:</b>	<b>EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT</b> 41 C.F.R. §§ 60-250.44(f); 60-741.44(f)
<b>CHAPTER G:</b>	<b>INTERNAL DISSEMINATION OF POLICY</b> 41 C.F.R. §§ 60-250.44(g); 60-741.44(g)
<b>CHAPTER H:</b>	<b>AUDIT AND REPORTING SYSTEM</b> 41 C.F.R. §§ 60-250.44(h); 60-741.44(h)
<b>CHAPTER I:</b>	<b>RESPONSIBILITY FOR IMPLEMENTATION</b> 41 C.F.R. §§ 60-250.44(i); 60-741.44(i)
<b>CHAPTER J:</b>	<b>TRAINING</b> 41 C.F.R. §§ 60-250.44(j); 60-741.44(j)
<b>CHAPTER K:</b>	<b>COMPENSATION</b> 41 C.F.R. §§ 60-250.21(i); 60-741.21(i)

**CHAPTER A: POLICY STATEMENT**  
**41 C.F.R. §§ 60-250.44(a); 60-741.44(a)**

It is the policy of California State University, Fresno and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. California State University, Fresno does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, California State University, Fresno is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees and qualified employees with disabilities at all levels, including the executive level. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. California State University, Fresno will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. California State University, Fresno's EEO policy and affirmative action obligations include the full support from the Chancellor of California State University.

California State University, Fresno will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants.

California State University, Fresno is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, 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. California State University, Fresno's employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a 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 California State University, Fresno's legal duty to furnish the information.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact a Human Resources representative of California State University, Fresno. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with one of California State University, Fresno's Human Resources representatives.

  
Saul Jimenez-Sandoval (Jun 10, 2022 17:30 CDT)

(Signature)

Saúl Jiménez-Sandoval, Ph.D.  
President

**CHAPTER B: REVIEW OF PERSONNEL PROCESSES**  
**41 C.F.R. §§ 60-250.44(b); 60-741.44(b)**

To insure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known covered veterans and employees and applicants with disabilities, reviews are periodically made of the University's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) California State University, Fresno periodically conducts a review of its employment processes to insure thorough and systematic consideration of the job qualifications of known covered veteran applicants and employees and applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known disabled veterans, other veterans, and individuals with disabilities, both applicants and employees. In determining the qualifications of a covered veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) The University insures that its personnel processes do not stereotype disabled persons or other veterans in a manner which limits their access to jobs for which they are qualified.

**CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS**  
**41 C.F.R. §§ 60-250.44(c); 60-741.44(c)**

To insure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known covered veteran and employees and applicants with disabilities, reviews are periodically made of the University's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The University's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)



**CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL  
LIMITATIONS**

**41 C.F.R §§ 60-250.44(d); 60-741.44(d)**

California State University, Fresno will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. California State University, Fresno will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following at any time to formally request an accommodation:

Department: ADA Administrator, Department of Human Resources  
Phone: 559.278.2032

Student Employees:  
Department: Services for Students with Disabilities  
Phone: 559.278.2811

**CHAPTER E: HARASSMENT**  
**41 C.F.R. §§ 60-250.44(e); 60-741.44(e)**

California State University, Fresno has developed and implemented a set of procedures to ensure that its employees who are disabled or other veterans are not harassed due to those conditions. Any employee or student who believes the intent or principles of the University's EEO Policy or the law have been violated is strongly encouraged to consult with the Discrimination, Harassment and Retaliation Administrator and/or Associate Vice President of Human Resources. Formal complaints should be filed with California State University, Fresno's Discrimination, Harassment and Retaliation Administrator, with the assurance that no reprisals will be taken against the employee or student as a result. All allegations of discrimination, harassment, and/or reprisal will be taken seriously and promptly investigated. A copy of the sexual harassment policy, which includes a section prohibiting harassment of individuals with disabilities or veterans is available for distribution to new as well as to existing employees. (See CSU Executive Order 1096 for additional information.)

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND  
POSITIVE RECRUITMENT  
41 C.F.R. §§ 60-250.44(f); 60-741.44(f)**

Based upon the University's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. The EEO Officer, the Associate Vice President of Human Resources, and Associate Vice President for Faculty Affairs have the responsibility of overseeing and implementing these activities.

- 1) Initiate and maintain communication with organizations having special interests in the recruitment of and job accommodations for disabled veterans, other veterans, and individuals with disabilities.
- 2) Include workers with disabilities when employees are pictured in consumer, promotional, or help wanted advertising.
- 3) Disseminate information concerning employment opportunities to radio and television stations, and to publications that primarily reach disabled veterans, other veterans, and individuals with disabilities.
- 4) Provide information emphasizing job opportunities for disabled veterans, other veterans, and individuals with disabilities to all local educational institutions, public and private.
- 5) Inform recruiting sources verbally and/or in writing as appropriate of university policy, stipulating that these sources actively recruit and refer candidates for employment without regard to race, color, religion, gender, marital status, pregnancy, national origin, age (over 40), disability, veteran's status or sexual orientation.
- 6) List with the State Employment Development Department all suitable job openings of three days or more.

This is an on-going activity. A listing of job opportunities reported to the State Employment Development Department is always kept current.

- 7) Send written notification of the University's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part. This includes their obligation to annually file their EEO Reporting form and VETS-100 form and, for employers with 50 or more employees and contracts of \$50,000 or more, their obligation to develop a written affirmative action plan.
- 8) Conduct formal briefing sessions with representatives from recruiting sources. Include as part of the briefing sessions, facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications,

explanations of the University's selection process, and recruiting literature. Arrange for referral of applicants, follow up with sources, and feedback on disposition of applicants.

- 9) Participate in veterans "job fairs" and work study programs with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating disabled veterans.
- 10) California State University, Fresno will also grant leaves of absence to employees who participate in honor guards for the funeral of veterans.

**CHAPTER G: INTERNAL DISSEMINATION OF POLICY**  
**41 C.F.R. §§ 60-250.44(g); 60-741.44(g)**

In order to gain positive support and understanding for the affirmative action program for disabled veterans, other veterans, and individuals with disabilities California State University, Fresno will implement or continue to implement the following internal dissemination procedures, of which are the oversight of the EEO Officer with guidance from the Associate Vice President of Human Resources and Associate Vice President for Faculty Affairs. The following policies and procedures are designed to foster support and understanding from California State University, Fresno's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid California State University, Fresno in meeting its obligations.

- 1) Providing the Affirmative Action Plan to each vice president and unit head, each of whom shall ensure that all managers and supervisors, as well as employees involved in personnel selection procedures, receive or have direct access to a copy of the University's Equal Employment Opportunities Policy and Affirmative Action Plan.
- 2) Making current employees aware of the Affirmative Action Plan, which shall be available for review in each department, the Human Resources office, the Faculty Affairs office, and the reference section of the Henry Madden Library.
- 3) Publishing the Affirmative Action Plan (see Section III) in the Schedule of Courses, Catalogue, University Journal, Manual of Administrative Policies, and other publications as appropriate or required.
- 4) Posting the EEO Policy in conspicuous and easily accessible places within the Human Resources and Academic Affairs offices.
- 5) Posting the EEO Policy and this plan on the University's website.
- 6) Informing new faculty and staff employees of the University's EEO Policy during new employee orientation and including the EEO Policy in the informational packet provided to each new employee and to those promoted to managerial or supervisory positions.
- 7) Providing search committees with training, guidance and information regarding adherence to personnel practices that promote equal employment opportunity, nondiscrimination and workplace equity, and providing the chair of each search committee with search guidelines, which s/he shall make available to committee members as needed. Such guidelines ensure equity; fairness and open competition are guiding principles in each search.
- 8) Providing information annually to department chairs, managers, and supervisors on employment-related topics including equal employment opportunity, workforce diversity, and equity.

**CHAPTER H: AUDIT AND REPORTING SYSTEM**  
**41 C.F.R. §§ 60-250.44(h); 60-741.44(h)**

California State University, Fresno has developed and currently implements an audit and reporting system that addresses the following:

- 1) Measures the effectiveness of California State University, Fresno's overall Affirmative Action Program and whether the University is in compliance with specific obligations.
- 2) Indicates the need for remedial action.
- 3) Measures the degree to which California State University, Fresno's objectives are being met.
- 4) Whether there are any undue hurdles for individuals with disabilities and veterans regarding University sponsored educational, training, recreational, and social activities.

**CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION**  
**41 C.F.R. §§ 60-250.44(i); 60-741.44(i)**

As part of its efforts to ensure equal employment opportunity to disabled veterans, other veterans, and individuals with disabilities, California State University, Fresno has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, Provost & Vice President for Academic Affairs, Vice President for Administration & Finance, Associate Vice President for Faculty Affairs, Associate Vice President of Human Resources, EEO Officer and those employed as supervisors and managers have undertaken the responsibilities described below.

President

As President, Dr. Saúl Jiménez-Sandoval is responsible for providing top management support for the University's AAP. He affirms the University's Equal Employment Opportunity Policy and makes it known to all employees and applicants the commitment of Senior Management to EEO and affirmative action. Additional responsibilities include, but are not limited to:

- 1) Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the University's AAP. Ensuring that these personnel are identified in writing by name and job title.
- 2) Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
- 3) Imparting the personal direction that insures total involvement and commitment to equal employment opportunity programs through California State University, Fresno's AAP.

Provost & Vice President for Academic Affairs/Vice President for Administration & Finance

Interim Provost & Vice President for Academic Affairs, Dr. Xuanning Fu, and Vice President for Administration & Finance, Deborah Adishian-Astone, are jointly responsible for overall supervision of the AAP and ensure, through the Associate Vice President of Faculty Affairs, the Associate Vice President, Human Resources, and the Equal Employment Opportunities Officer, as well as the department managers and supervisors, that all relevant policies and procedures are adhered to. Responsibilities include, but are not limited to, the following:

- 1) Presenting all needed recommendations and procedural changes to Senior Management concerning EEO and affirmative action and ensuring that Senior Management is kept informed of the University's compliance status.
- 2) Maintaining University-wide management support and cooperation for the University's AAP.

- 3) Collaborating with Senior Management on EEO and AAP issues.
- 4) Assisting line management in arriving at solutions to EEO/AA problems.
- 5) Reviewing results of audit and reporting systems to assess the effectiveness of the University's AA programs and to direct corrective actions where necessary.
- 6) Ensuring that the AAP is updated annually for all establishments.
- 7) Providing guidance to managers and supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
- 8) Providing guidance and direction to the Associate Vice President of Human Resources, Associate Vice President for Faculty Affairs and EEO Officer.
- 9) Ensuring that relevant staff are aware that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
- 10) Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
- 11) Conducting periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, and 2) the University's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known disabled veterans, other veterans, and employees with disabilities have had the opportunity to participate in all University-sponsored educational, training, recreation and social activities.
- 12) Reviewing job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
- 13) Ensuring the University's VETS-100 form is filed annually with the Secretary of Labor.

EEO Officer/ Associate Vice President for Faculty Affairs/ Associate Vice President of Human Resources

The EEO Officer, in conjunction with the Associate Vice President of Human Resources and the Associate Vice President for Faculty Affairs, are responsible for ensuring that the directives of the President, Provost & Vice President for Academic Affairs and Vice President for Administration & Finance are implemented. Duties include, but are not limited to:



- 1) Providing direction to the University's employees, as necessary, to carry out all actions required to meet the University's equal employment opportunity and affirmative action commitments.
- 2) Responsible for the design and effective implementation of the AAP at all establishments.
- 3) Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
  - a) Indicate need for remedial action,
  - b) Determine degree to which goals and objectives have been obtained.
- 4) Advising management in the modification and development of the University's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
- 5) Identifying problem areas and establishing procedures, goals and objectives to solve these problems.
- 6) Providing guidelines in the development, preparation, and implementation of career counseling programs for known disabled veterans, other veterans, and employees with disabilities.
- 7) Conducting periodic audits to ensure all required posters and those advertising the University's equal employment opportunity policies and AAP, as well as the Invitation to Self-Identify for disabled veterans, other veterans, and individuals with disabilities, are displayed and that the University's equal employment opportunity and AAP policies are being thoroughly communicated.
- 8) Developing policy statements, affirmative action programs, internal and external communication techniques.
- 9) Assisting line management in arriving at solutions to problems.
- 10) Serving as the liaison between California State University, Fresno and enforcement agencies.
- 11) Serving as the liaison between California State University, Fresno and organizations and community action groups for disabled veterans, other veterans, and persons with disabilities, in addition to ensuring that representatives are involved in community service programs of local organizations for disabled veterans, other veterans, and persons with disabilities.

- 12) Keeping management informed of the latest developments in the equal employment opportunity area.
- 13) Reviewing, reporting on, and updating the AAP annually in accordance with stated policy. Informing employees and applicants of significant changes.
- 14) Working closely with the Provost & Vice President for Academic Affairs, the Vice President of Administration & Finance, and the department managers and supervisors in coordinating the effective implementation of all identified affirmative actions.
- 15) Assisting in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
- 16) Responsible for ensuring overall the University's compliance with the AAP.

#### Managers and Supervisors

In their direct day-to-day contact with the University's employees, managers and supervisors have assumed certain responsibilities to help California State University, Fresno ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

- 1) Aggressively adhering to the University's equal employment opportunity policy.
- 2) Supporting and assisting the Provost & Vice President for Academic Affairs and Vice President of Administration & Finance, in developing, maintaining, and successfully implementing the AAP.
- 3) Completing progress reports regarding the status of affirmative action programs.
- 4) Taking action to prevent harassment of employees placed through affirmative action efforts.
- 5) Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
- 6) Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the University's policy.
- 7) Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.

- 8) Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
- 9) Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

**CHAPTER J: TRAINING**  
**41 C.F.R. §§ 60-250.44(j); 60-741.44(j)**

California State University, Fresno trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or veterans to ensure commitment to the University's stated Affirmative Action goals.

**CHAPTER K: DATA COLLECTION ANALYSIS**  
**41 C.F.R. §§ 60-300.44(k); 60-741.44(k)**

California State University, Fresno has adopted the current national percentage of veterans in the civilian labor force of 5.6% as its hiring benchmark for protected veterans. The hiring benchmark will be updated as new data is published and updated via the OFCCP's website. The 5.6% hiring benchmark is applied to each job group within California State University, Fresno.

California State University, Fresno also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. The utilization goal will be updated as new data becomes available, updated and published. The 7.0% utilization goal is applied to each job group within California State University, Fresno.

Goals and/or benchmarks do not require that California State University, Fresno hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which progress in remedying identified deficiencies in California State University, Fresno's workforce can be measured.

California State University, Fresno has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. California State University, Fresno will continue to monitor and update these studies periodically during each AAP year. In each case where the hiring benchmark for protected veterans and/or the utilization goal for individuals with disabilities are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Chapter F (External Dissemination of Policy and Outreach and Positive Recruitment) and measures described in Chapter H (Internal Audit and Reporting) of this AAP.

See the *Hiring Benchmark and Utilization Goals Analyses*.

**CHAPTER L: COMPENSATION**  
**41 C.F.R. §§ 60-250.21(i); 60-741.21(i)**

It is the policy of California State University, Fresno that when offering employment or promotion to disabled veterans, other veterans, or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

California State University, Fresno is also committed to abiding with the Pay Transparency Nondiscrimination Provisions. Employees or applicants who have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant will not be discharged or in any other manner be discriminated. Employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a 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 California State University, Fresno's legal duty to furnish the information.

## **Fresno State Programs Committed to Equity, Diversity and Inclusion**

### **Overview**

California State University, Fresno (Fresno State), is a forward-looking and diverse institution located in California's Central Valley, known for its agriculture, reasonable housing costs, cultural diversity, and proximity to Yosemite National Park and the Sierra Nevada mountains.

The Fresno State campus sits in the midst of the San Joaquin Valley, a valley rich in the traditions and representation of Native American peoples and cultures. We are grateful to be in the traditional homelands of the Yokuts and Mono peoples, whose diverse tribal communities share stewardship over this land.

Fresno State is an engaged University. We focus on broadening students' intellectual horizons, fostering lifelong learning skills, developing the leaders of tomorrow, promoting community involvement, and instilling an appreciation of world cultures. We nurture cultural competence by celebrating the rich diversity of the campus community and welcoming the participation of all.

Fresno State has recently won five national awards from the American Association of State Colleges and Universities (AASCU): Leadership Development and Diversity (2014), the Christa McAuliffe Excellence in Teacher Education (2014), International Education (2015), Student Success and College Completion (2017), and Civic Learning and Community Engagement (2019). Fresno State is the only university in the country to have earned AASCU's Civic Learning and Community Engagement distinction for five consecutive years.

The University has also been recognized as an engine of social mobility due to its success in educating diverse students, with Money Magazine recently placing Fresno State among its Best Colleges for Your Money and Top 50 Best Public Colleges listings. In addition, as a testament to Fresno State's outstanding commitment to diversity and inclusion, the University was recently awarded the 2020 Higher Education Excellence in Diversity (HEED) Award by INSIGHT Into Diversity Magazine, the oldest and largest diversity-focused publication in higher education, for the seventh year in a row. Fresno State also was awarded the 2021 Seal of *Excelencia* from *Excelencia* in Education, one of 10 institutions and one of three CSU schools (additional information in section below).

### **I. Fresno State's Principles of Community**

These Principles were developed collaboratively by faculty, staff, and administrators. They exemplify what we aspire to be. Find out more about our Principles of Community at: <https://fresnostate.edu/president/strategic-plan/principles-of-community.html>

*We all play a role in fostering an inclusive work and learning environment of respect, kindness, collaboration, and accountability where every member of the student body, faculty, staff, and administration can thrive. Our Principles of Community reflect our core values of Discovery, Diversity, and Distinction as well as our deep commitment to our mission "to boldly educate and empower students for success."*

## **II. Fresno State's Commitment to Inclusion**

Fresno State is committed to serving our students with a focus on inclusion. Fresno State has been recognized as a Hispanic-Serving Institution (HSI); an Asian American/Native American/Pacific Islander-Serving Institution (AANAPISI); and has been designated to the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.

The Fresno region is home to eight federally recognized tribes and sixteen non-federally and state recognized tribes and a vast and energetic urban Indian community. American Indian Studies connects with leading urban Indian health organizations, tribal and tribal-serving agencies, and collaborative partnerships that produce robust wellness, educational, STEM, arts-based, and tribal land/water systems projects.

### **DISCOVERe**

The Fresno State DISCOVERe program, under the office of IDEAS (Innovation and Digital Excellence for Academic Success), is a priority initiative designed to foster a learning environment that is inclusive and engages students to improve their success in the classroom. DISCOVERe has been effective in breaking down the digital divide and reducing equity gaps by providing students who enroll in DISCOVERe courses with access to the latest technology tools and devices at no additional cost.

Course sections will be offered as mobile device only courses. These DISCOVERe courses have been redesigned to offer students an enhanced learning experience. The mobile devices will offer students portability, convenience, and teaching materials anywhere anytime. When registering for classes, these courses will be denoted as a "DISCOVERe Class."

For more information about this inclusive initiative, please visit the following link:

<http://www.fresnostate.edu/academics/discovere/>

### **CSUCCESS**

CSUCCESS is a bold initiative to enhance student achievement and create more equitable opportunities for the Fresno State community by providing industry-leading technology.

Along with 14 other participating CSU campuses, Fresno State wants our Bulldogs to have the tools they need to succeed throughout their college careers. CSUCCESS has offered any new freshman or transfer student who started in fall 2020, spring 2021, fall 2021 or Spring 2022, a new iPad to support their academic success. The device is theirs to use, for free, through completion of their degree.

For more information about this inclusive initiative, please visit the following link:

<http://www.fresnostate.edu/academics/discovere/csuccess.html>

### **2021 Seal of *Excelencia* Serving Institution Designation**

In 2021, *Excelencia* in Education recognized Fresno State as one of ten colleges and universities for intentionally serving Latino students and demonstrating positive student outcomes. This prestigious certification recognizes the University's efforts to intentionally serve Latino students



by closing education equity gaps and increasing the number of Latinos attaining a college degree.

“Seal of *Excelencia* certified institutions have been able to articulate and demonstrate they are modeling the behavior we need to see to accelerate Latino student success. They are having measurable impact in changing the face of higher education.”

*Deborah Santiago, CEO, Excelencia in Education*

Specifically, *Excelencia* in Education highlighted two examples in which Fresno State has demonstrated positive student outcomes and intentionally serve Latino student success: Transfer innovation in teacher education and post-graduation success.

#### Transfer Innovation in Teacher Education

Fresno State’s South Valley Integrated Teacher Education Program (ITEP) advances its commitment to innovative programs that contribute to students’ lifelong success. ITEP is a transfer program and addresses the critical need for qualified teachers by helping future teachers from South Valley complete the first two years of their program at one of three local community colleges and their remaining coursework in an accelerated two-year program at Fresno State’s Visalia campus. About 70% of ITEP participants are Latino and students are able to complete their BA and teaching credential 1.5 years faster than non-ITEP students and save the one-hour trip to Fresno State several times per week. Further, ITEP students saw much higher two-year graduation rates than their peers, with 83% of the 2020 cohort graduating in two years compared to 70% of general Liberal Studies transfers and 37% of all university transfers from the same cohort.

#### Post-Graduation Success

The University supports post-graduation success by providing worked-based experiences for students through collaboration with business partners. The Valley Industry Partnership for Cooperative Education (VIP) program offers a paid internship program to engineering, construction management and industrial technology students. Students complete two six-month internships throughout their college career. This allows students to gain the necessary experience to be “job-ready” when they enter the workforce upon graduation. The program supports the infrastructure and growth of Central California by producing graduates who understand the technological challenges in modern agriculture and manufacturing. The VIP program is funded by the 28 companies that pay a membership fee in order to be included in the program and get connected with quality interns. In the last four years, the program has scaled up to add 10 new participating companies. Since 2016, almost 40% of students in the program have been Latino and their graduation rate in the program is 72%, compared to the 48% rate for all students in the College of Engineering.

The following link has additional information regarding the Seal of *Excelencia* designation:  
<https://www.edexcelencia.org/seal/2021-seal-excelencia>

### **III. Fresno State’s Diversity Related Research, Scholarship & Teaching**

The following are a few of the current University collaborative grants with other CSUs fostering diversity and inclusion.

## **KIND Research Alliance**

Under an NSF ADVANCE grant, the “**Kindling Inter-university Networks for Diverse (KIND) Engineering Faculty Advancement in the California State University (CSU) System**” is established to make systemic changes to increase the representation of women, particularly URM women, and support equity for diverse groups within the CSU engineering professoriate. Collaboration with the Association of Public and Land-grant Universities (APLU) ASPIRE Institutional Change Network, the KIND Program will use a data-driven self-assessment to identify inequities in faculty recruitment, retention, and advancement and take steps to make systemic change.

The three main objectives of the KIND Program are to:

1. Create a secured faculty advancement dashboard containing demographic data related to faculty hiring, retention, and promotion in engineering colleges across the CSU system. Moreover, use the dashboard to review current policies/practices to identify barriers in the recruitment and retention of women, URM, and the integration of foreign-born/foreign-trained (FB/FT) women faculty. The end goal is for this dashboard to enable review and revision, if necessary, of policies/practices that will effectively recruit, retain, and promote women in the engineering professoriate across the CSU system.
2. Form a CSU-wide Research Alliance to widen access to resources and expand research networks for women faculty.
3. Form an inter-campus networking and mentoring program to provide mentoring and networking opportunities, as well as resources for overcoming bias and other career obstacles for all women in the engineering professoriate across the CSU system.

## **Developing Biomedical Research for California's Central Valley**

National Institute of Health is extremely interested in developing biomedical research projects in the areas of health and health disparity. In 2008, the University was one of 19 universities in the country that was awarded a \$4.5 million research grant by the National Center on Minority Health and Health Disparities, which is part of NIH. This grant is funding a state-of-the-art laboratory for biomedical research that is located in Science I, Room 18.

*"It gives us a whole suite of tools to really allow us to move forward with the cutting-edge technologies." . . . Dr. Alejandro Calderon-Urrea, Fresno State Biology professor.*

*"Securing this grant allows us to develop biomedical research facilities and acquire instruments on par with any other world-class research institution." . . . Dr. Krish Krishnan, Chemistry professor.*

As a Research Infrastructure in Minority Institution (RIMI), Fresno State aims to:

- Develop infrastructure to conduct biomedical and behavioral research, addressing issues related to health disparities in the Central Valley.
- Build student and faculty research capacity.
- Promote specific biomedical research projects in health disparity issues.
- Enhance research infrastructure—specifically in areas of proteomics and functional imaging.

## **CSU AGEP Alliance for Diversity & Strengths of STEM Faculty**

Fresno State is one of four CSUs participating in the California State University (CSU) Alliance for Diversity & Strengths of STEM Faculty: A Culturally-Informed Strengths-Based Approach to Advance Early-Career Faculty Success (NSF HRD: #1916056).

The CSU Alliance for Diversity & Strengths of STEM Faculty: is a collaboration between Cal Poly SLO, Cal Poly Pomona, CSU Dominguez Hills, and Fresno State. The project employs a culturally-informed, strengths-based faculty development approach for advancing early-career faculty in STEM and STEM Education fields including Social & Behavioral Sciences (Psychology, Sociology, Economics, etc.) who identify as one or more the NSF-AGEP populations.\* While the focus of this Alliance is the retention, promotion, and tenure of STEM tenure-track faculty from NSF-AGEP populations, full-time lecturers are eligible if there is space in the program.

\*NSF AGEP populations for the purposes of this project are defined as STEM faculty who are African Americans, Hispanic Americans, American Indians, Alaska Natives, Native Hawaiians, and Native Pacific Islanders. The NSF advises that participants should be a self-identified member of an AGEP population and a U.S. citizen, permanent resident or nationals.

The goal of this National Science Foundation (NSF) funded program is to enable early-career faculty to bring their authentic selves to their roles as STEM faculty by leveraging their natural talents, and the strengths embedded in their social and cultural identities to successfully navigate their institutional contexts. The intended outcomes of participation include:

- Enhanced teaching experience and effectiveness
- Increased research and grant activity
- Strong, professional networking community

As part of the 2022-23 National Science Foundation (NSF)-funded program, the CSU AGEP are recruiting thirty-two CSU STEM\* tenure-track/lecturer early-career faculty and are accepting applications from CSU STEM\* tenure-track and full-time lecturers hired Fall 2018 or later from AGEP populations to identify the thirty-two participants.

Faculty who are selected will be supported through workshops about culturally-informed strengths-based strategies for faculty success, coaching from tenured STEM faculty strengths coaches, peer coaching and networking, and grant proposal writing workshops and support.

For additional information regarding this CSU collaborative grant initiative, please see the following link:

[csu.agep.alliance@gmail.com](mailto:csu.agep.alliance@gmail.com)

### **IV. University Programs and Services focused on Diversity, Equity, and Inclusion**

Many University programs and services exist to provide students, faculty and staff with resources and learning opportunities. In conjunction with these programs and services, are over twenty-two academic areas of study focused on diversity. Following are examples of programs

and services on campus focused on diversity, equity and/or inclusion.

### **Centers and Institutes**

Fresno State is home to nearly 50 Centers and Institutes focused on issues of importance to the Central Valley. The organizations listed in this directory represent particular research or service-area expertise, which provides both discipline-specific and cross-disciplinary approaches to addressing clients' needs.

Graduate and undergraduate students are often involved in the enterprise, learning under skilled faculty and gaining important real-world experience, thus making them valuable to future employers in many applied fields.

Below is a link for the Centers and Institutes Booklet with brief descriptions and contact information for Fresno State's officially recognized Centers and Institutes.

### **[Centers and Institutes Booklet](#)**

### **Fresno State and the United Nations Global Compact**

California State University, Fresno is now a member of the [United Nations Global Compact](#), the world's largest voluntary corporate sustainability initiative. The UN Global Compact aims to mobilize a global movement of sustainable companies and stakeholders to create the world we want.

Under the leadership of Dr. Julie B. Olson-Buchanan, Dean of the Craig School of Business and Chair of the Fresno State United Nations Global Compact Steering Committee, Fresno State has issued a [Communication of Engagement](#) with the UN Global Compact. The Communication of Engagement is a comprehensive report documenting the many ways Fresno State is currently supporting the Ten Principles of the UN Global Compact in the areas of Human Rights, Labor, Environment and Anti-Corruption and the UN's 17 [Sustainable Development Goals](#).

### **V. President's Council on Equity, Diversity and Inclusion**

The President's Council on Equity, Diversity and Inclusion (PCEDI) supports acceptance and fairness at all levels of the University. Fresno State is an institution where exploring the diversity of thought and discouraging marginalization is valued as a means of enriching knowledge and critical-thinking. The Council has developed a comprehensive plan to make sure this commitment is understood across our campus.

The following link provides additional information on the President's Council on Equity, Diversity, and Inclusion:

<https://studentaffairs.fresnostate.edu/pcedi/index.html>

### **VI. Fresno State's Commitment to Community Service and Volunteerism**

The Jan and Bud Richter Center for Community Engagement and Service-Learning operates under the knowledge that students realize unique personal, professional, and academic benefits

when involved in service to others. This knowledge is consistently supported by research on student learning and development. The Richter Center seeks to expand the culture of service at the university, ensuring that all Fresno State students take advantage of the opportunities afforded them through service.

The programs of the Richter Center have one goal in common – to provide students with service opportunities that enrich both their educational experience and their personal and professional growth. The [Jumpstart Program](#) and [Read Fresno at Fresno State](#) are literacy-based programs that employ Fresno State work-study students as tutors in pre-schools, elementary schools, and after-school programs serving the Fresno area.

Students in these programs earn money for school and gain experience in an educational setting while serving children and families in our community. The [Richter Center Student Leadership Program](#) provides students who embody a passion for service with leadership opportunities and the chance to serve their peers.

Learn more about the Jan and Bud Richter Center for Community Engagement and Service-Learning at the following link: <http://www.fresnostate.edu/academics/cesl/programs/index.html>

## **VII. Fresno State's Commitment to Equitable Recruitment**

As part of Fresno State's commitment to inclusion and equity, a trained Equal Employment Opportunity Designee (EEOD) serves as an unbiased non-voting member of all employment searches (faculty, staff, managers, and students). All Designees are currently employed faculty, managers or staff, and volunteer their time to participate in employee recruitments.

This program has been in place for many years and serves to ensure that all applicants are equitably treated and have an equal opportunity to participate in Fresno State's search process.