

AFFIRMATIVE ACTION PLAN (AAP)

for



Discovery. Diversity. Distinction.

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November 1, 2025 - October 31, 2026

**AAP FOR COVERED VETERANS AND
PERSONS WITH DISABILITIES**

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**AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

NOVEMBER 1, 2025 - OCTOBER 31, 2026

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT
41 C.F.R. §§ 60-300.44(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 based on 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.

1. 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:
2. Filing a complaint;
3. 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;
4. 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
5. 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 President, Saúl Jiménez-Sandoval, Ph.D..

EEO Officer / Interim Associate Vice President - Human Resources Scott Fetterhoff has been delegated as the person in charge of overseeing the annual preparation and implementation of the Affirmative Action Program. 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 organization-sponsored activities were extended to all employees and applicants.

The 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. The 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 the California State University, Fresno's legal duty to furnish the information.

It is also California State University, Fresno's policy not to discriminate because of a person's relationship or association with a protected veteran. This includes spouses and other family members. Also, California State University, Fresno will safeguard the fair and equitable treatment of protected veteran spouses and family members regarding all employment actions and prohibit harassment of applicants and employees because of their relationship or association with a protected veteran.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact our Human Resources office. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with our Human Resources office.



(Signature)

Saúl Jiménez-Sandoval, Ph.D.
President

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known protected 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 ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) 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. 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 protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected 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 ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.
3. The university ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
4. The university provides reasonable accommodations, unless such accommodations will cause undue hardship to the organization, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.
5. The university ensures that information and communications systems are accessible to all employees and applicants with disabilities even in the absence of a specific request for accommodation.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known protected veterans and employees and applicants with qualified 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 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 §§ 60-300.44(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. Such reasonable accommodations are implemented in the university's electronic and/or online application systems. The university ensures that qualified applicants and employees with disabilities, who are unable to fully utilize the system, are provided equal opportunities to apply and be considered for all jobs. California State University, Fresno will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: (a) the employee is having significant difficulty with job performance, and (b) it is reasonable to conclude that the problem is related to the known disability.

Employees may notify their direct supervisor or contact the Human Resources office at any time to formally request an accommodation.

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(e); 60-741.44(e)

California State University, Fresno has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to protected characteristics. A copy of the sexual harassment policy, which includes a section prohibiting harassment of individuals with disabilities and/or protected veterans are available for distribution to new as well as to existing employees.

CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT

41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon California State University, Fresno'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. All activities are the responsibility of the EEO Officer / Associate Vice President - Human Resources.

1. Undertake appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans and individuals with disabilities.
2. List with the State Employment Development Department all suitable job openings. The exemptions for posting jobs are when positions are,
 - a. executive and top management positions,
 - b. positions that will be filled from within the contractor's organization,
 - c. and positions lasting three days or less.
3. Send written notification of the university's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part.
4. Annually review the outreach and recruitment efforts taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans and individuals with disabilities. Identify and implement alternative efforts, if previous efforts are not effective.
5. Ensure that activities undertaken to comply with the obligations of this section are documented and such documents are retained for a period of three (3) years.
6. 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. §§ 60-300.44(g); 60-741.44(g)

To gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities California State University, Fresno will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the EEO Officer / Associate Vice President - Human Resources. 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 to encourage all employees to take the necessary actions to aid California State University, Fresno in meeting its obligations.

1. Include the policy in the California State University, Fresno's policy manual and other in-house publications.
2. Schedule training sessions for all employees involved in recruiting, selection, promotion, and other related employment issues for protected veterans and individuals with disabilities.
3. Discuss the policy thoroughly in both employee orientation and management training programs.
4. If applicable, inform union officials of the contractor's policy, and request their cooperation.
5. Post the policy on University bulletin boards, along with the University's harassment policy which includes protection from harassment on the basis of disability.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(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. Any corrective actions will be the responsibility of the EEO Officer / Associate Vice President - Human Resources.
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 protected veterans regarding university sponsored educational, training, recreational, and social activities. This will also include, but not limited, to the review of the on-line and electronic application system to determine their accessibility and ensuring that procedures to request for accommodations are prominently displayed and that individuals with disabilities can readily obtain the needed accommodation.
5. Ensures that outreach activities are documented and that such documents are kept for at least a period of three (3) years.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, California State University, Fresno has designated EEO Officer / Associate Vice President - Human Resources with overall responsibility of preparing and implementing the organization's annual affirmative action programs in accordance with the OFCCP's regulations.

President

As President, Saúl Jiménez-Sandoval, Ph.D. is responsible for providing top management support for the University's AAP. He issues a memo annually to reaffirm the University's Equal Employment Opportunity Policy and to make 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

Provost & Vice President for Academic Affairs, Dr. Xuanning Fu, and Vice President for Administration / Finance & Chief Financial Officer, Matt Hawkins, are jointly responsible for overall supervision of the AAP and ensure, through the Associate Vice President of Faculty Affairs, the EEO Officer / 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 EEO Officer / Associate Vice President - 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 all 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 Company'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 EEO Officer / Associate Vice President - Human Resources 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. §§ 60-300.44(j); 60-741.44(j)

California State University, Fresno trains all employees involved with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected 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 5.1% as its hiring benchmark for protected veterans. California State University, Fresno will update its hiring benchmark as new data is published and updated via the OFCCP's website. The 5.1% 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. California State University, Fresno will update its utilization goal as new data becomes available, updated and published. The 7.0% utilization goal is applied *to each job group* within California State University, Fresno.

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.