

AFFIRMATIVE ACTION PROGRAM
FOR

WOMEN & MINORITIES

Cleveland State University

Cleveland, OH

AFFIRMATIVE ACTION PROGRAM FOR WOMEN & MINORITIES

Contractor : Cleveland State University
Cleveland, OH

EEO Coordinator : Yulanda McCarty-Harris, J.D.
Director, Office for Institutional Equity

INTRODUCTION

Cleveland State University is committed to equal opportunity through affirmative action as it is prescribed under Federal regulations and University policy. The University is committed to building an inclusive community that recognizes the inherent worth and dignity of every person; fosters tolerance, sensitivity and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. To this end, the university embraces human diversity and is committed to equal access, equal opportunity, affirmative action, and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. The university administration, faculty, staff, students, and volunteers are responsible for assuring that the university maintains an environment for work, study and participation in university programs, services and activities free from discrimination or harassment. Discrimination and harassment in the workplace or the educational environment is unacceptable conduct and shall not be tolerated. The university is committed to maintaining an educational and work climate for faculty, staff and students that is positive and free from all forms of discrimination and harassment.

The University develops an annual affirmative action program as one of several tools to implement the affirmative action policies effectively. The form, language and analysis of the program necessarily complies with the requirements of 41 CFR 60-2, et seq. (affirmative action programs) and other regulations established pursuant to the provisions of Executive Order 11246 and all other civil rights related laws and regulations that have or may be enacted, as amended.

Please note that information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

DESIGNATION OF RESPONSIBILITY

41 CFR Section 60-2.17(a), 60-2.10(b)(2)(i)

Ronald M. Berkman, President, has overall responsibility for implementation of the Equal Employment Opportunity Policy. Yulanda McCarty-Harris, J.D., Equal Employment Opportunity Coordinator, assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level.

Responsibility for the implementation and monitoring of the affirmative action program rests with the EEO Coordinator, whose responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures when appropriate.
3. Developing an internal audit and reporting system that:
 - a. Identifies areas that require remedial action, and develops programs to correct those problem areas.
 - b. Determines the degree to which the goals and objectives are reached.
4. Monitoring the following internal practices:
 - a. Proper display of EEO posters and policies.
 - b. Full participation of minority, female, and disabled employees in all Cleveland State University sponsored educational, training, recreational, and social activities.
5. Assisting management in solving any identified problems. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Keeping management informed of the latest developments in the equal employment opportunity area.
7. Assisting employees in solving problems and resolving EEO complaints.
8. Serving as a liaison between Cleveland State University and appropriate women and minority groups.
9. Serving as a liaison between Cleveland State University and appropriate EEO enforcement agencies.

ORGANIZATIONAL PROFILE

41 CFR Section 60-2.11

The organizational profile depicts staffing patterns within Cleveland State University that assist in identifying organizational units where women or minorities may be underrepresented or concentrated. It is one method used to identify potential barriers to equal employment opportunity.

Cleveland State University determines annually whether to include the Organizational Display or the Workforce Analysis as its Organizational Profile as part of producing the yearly affirmative action program.

Organizational Display

The Organizational Display is a detailed presentation of the Cleveland State University organizational structure. It identifies each organizational unit and shows the relationship to other organizational units.

An organizational unit is any component part of the Cleveland State University corporate structure. It might be a department, division, section, branch, group, project team, job family, or similar component. This includes an umbrella unit (such as a department) that contains a number of subordinate units, and it separately includes each of the subordinate units (such as sections or branches).

For each organizational unit, the organizational display includes the following:

1. The name of the unit;
2. The job title, gender, race, and ethnicity of the unit supervisor(s) (if the unit has a supervisor);
3. The total number of male and female incumbents; and
4. The total number of male and female incumbents in each of the separate minority groups.

Workforce Analysis

The Workforce Analysis is a listing of each job title, as it appears in applicable collective bargaining agreements or payroll records, ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision.

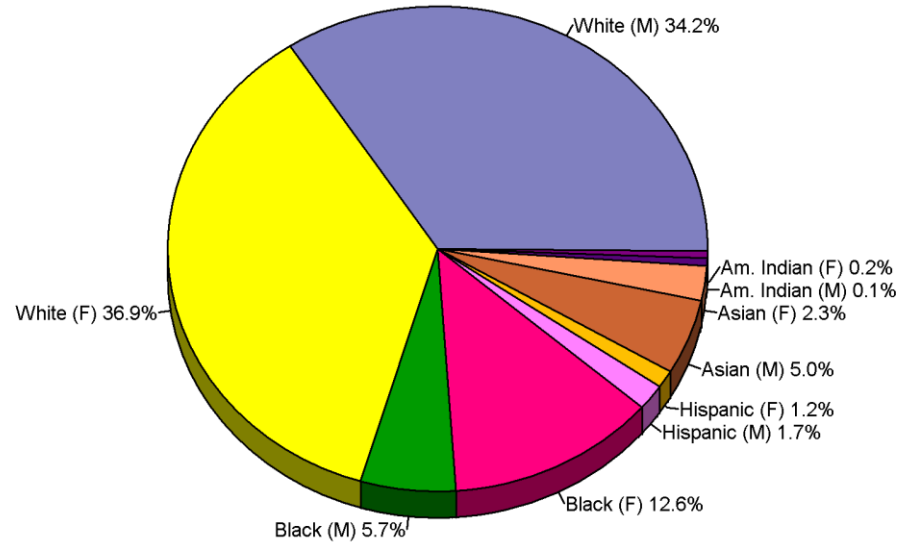
Where there are separate work units or lines of progression within a department, a separate Line of Progression Report is provided for each such work unit or line, including unit supervisors. The order of the jobs in the line through which an employee could move to the top of the line is indicated on the report.

Where there are no formal progression lines or usual promotional sequences, job titles are listed in order of wage rates or salary ranges by departments, job families or disciplines.

The total number of incumbents in each minority classification is given for each job title. All job titles, including all managerial job titles, are listed.

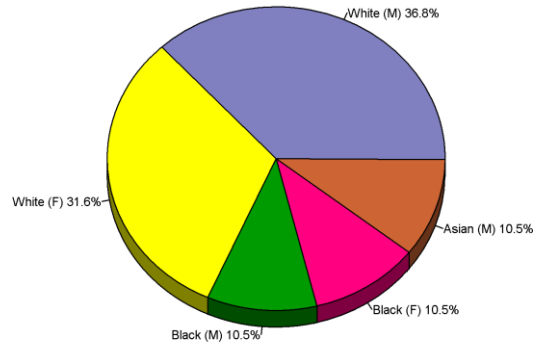
Cleveland State University

Companywide

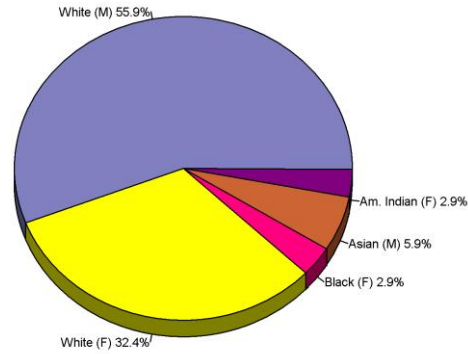


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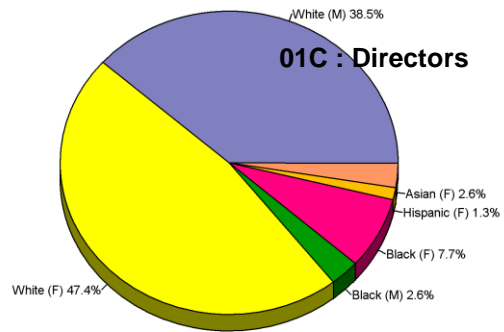
01A : Executives



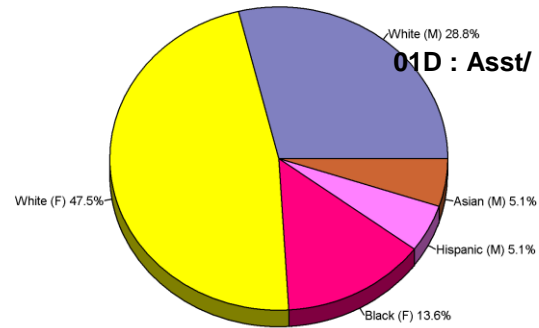
01B : AVPs



01C : Directors

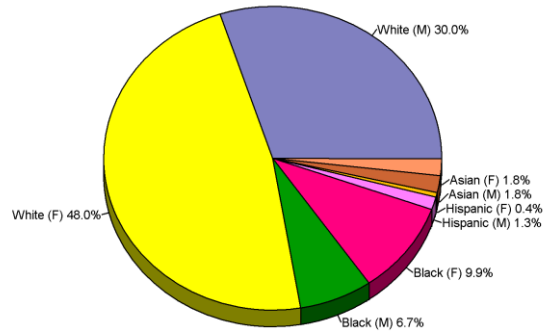


01D : Asst/ Assoc. Directors

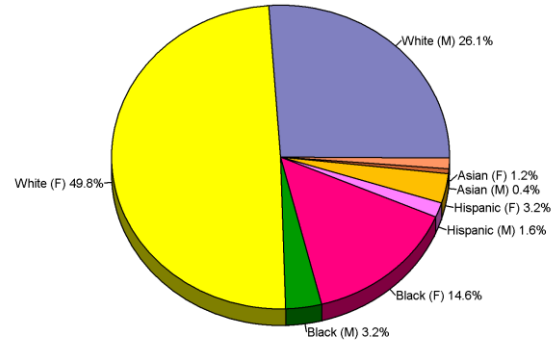


Cleveland State University

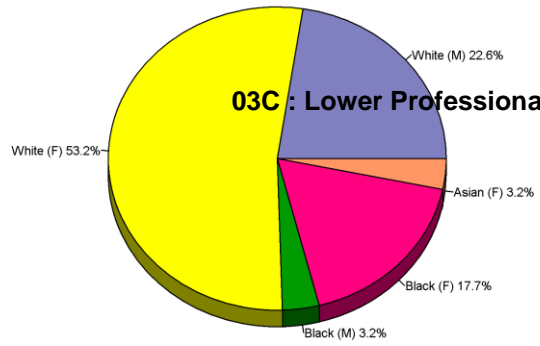
03A : Upper Professional



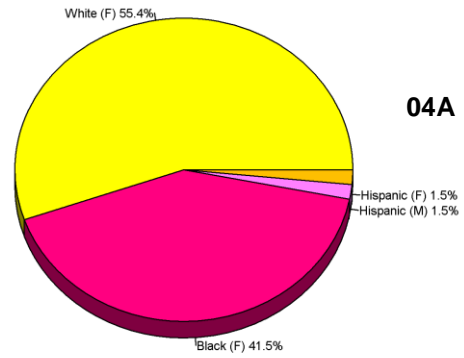
03B : Middle Professional



03C : Lower Professional

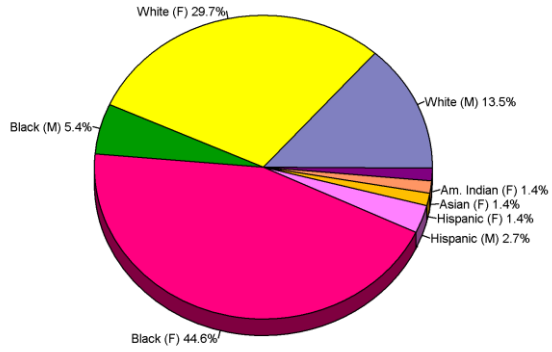


04A : Upper Clerical

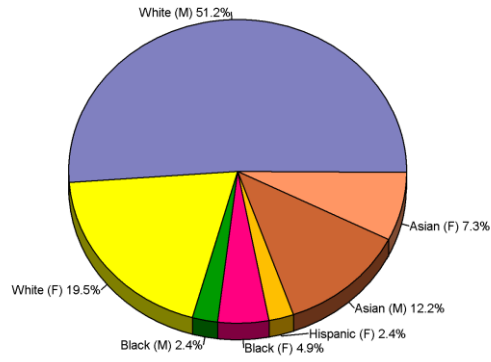


Cleveland State University

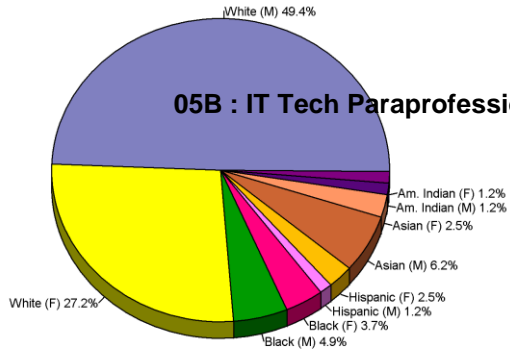
04B : Lower Clerical



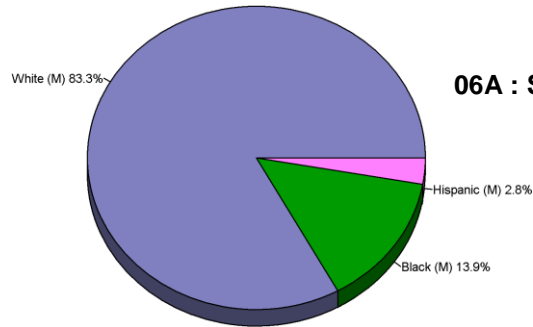
05A : Tech Paraprofessional - Misc.



05B : IT Tech Paraprofessionals

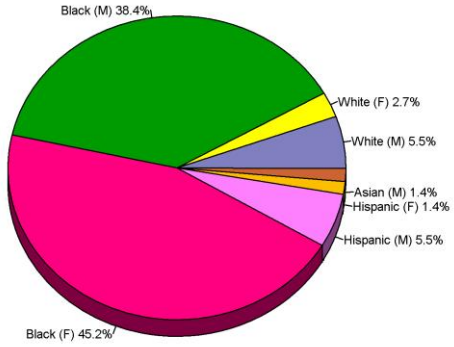


06A : Skilled Craft

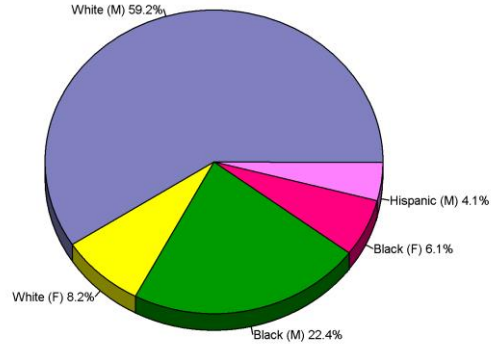


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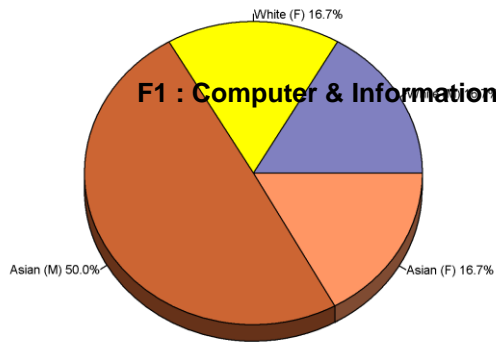
07A : Misc. Service



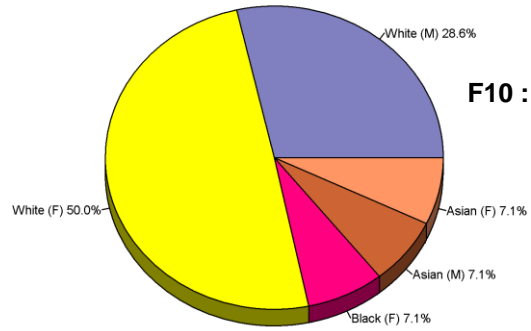
07B : Service Protective



F1 : Computer & Information Science

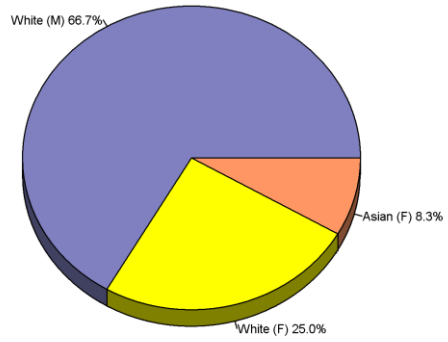


F10 : Sociology

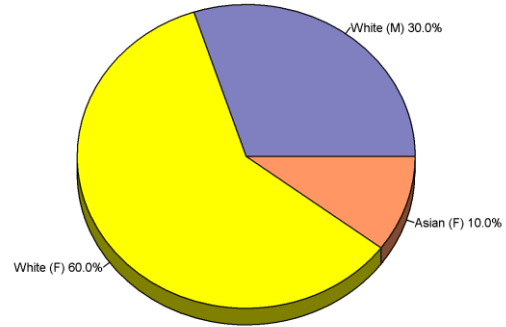


Cleveland State University

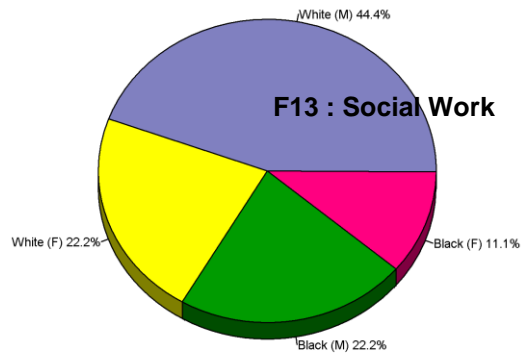
F11 : Music



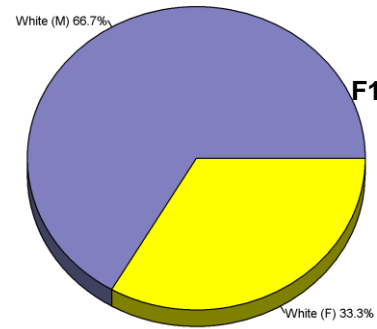
F12 : Art



F13 : Social Work

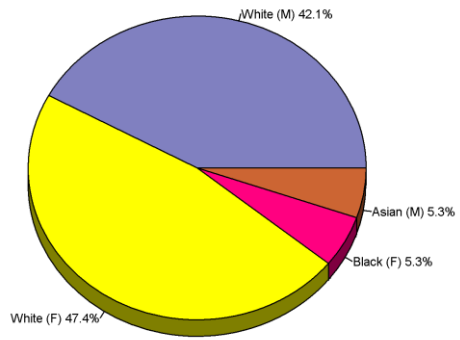


F15 : Theatre & Dance

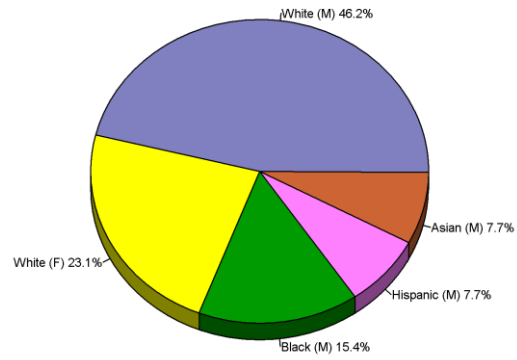


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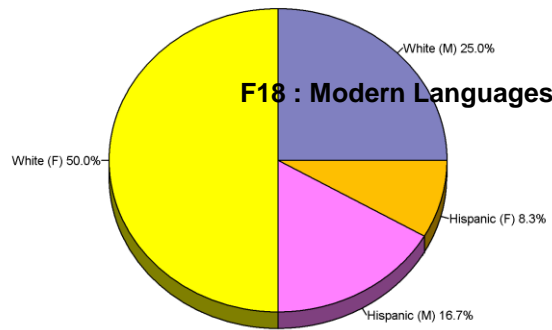
F16 : English



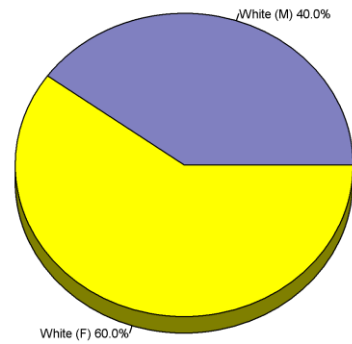
F17 : History



F18 : Modern Languages

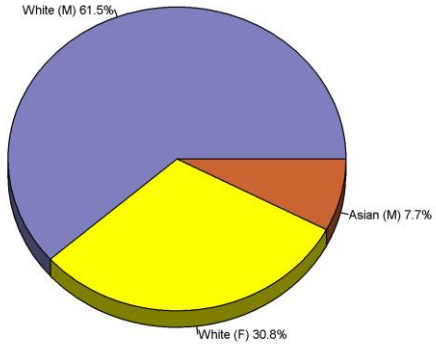


F19 : Anthropology

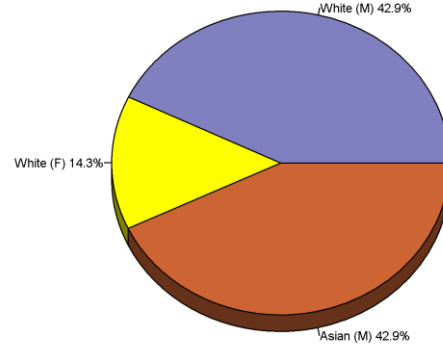


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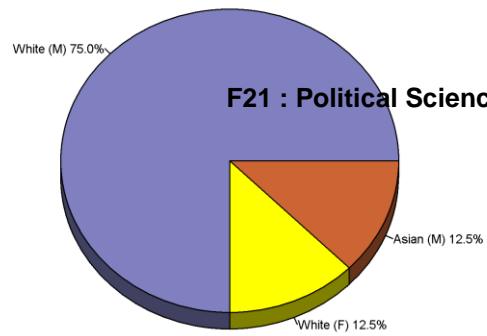
F2 : Management & Labor



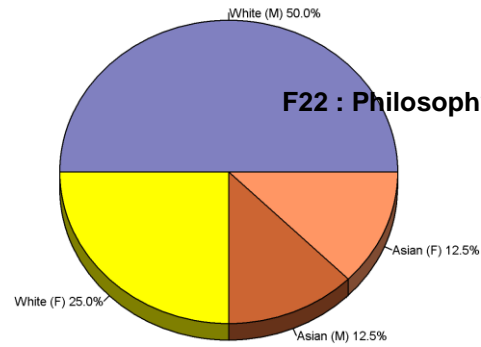
F20 : Economics



F21 : Political Science

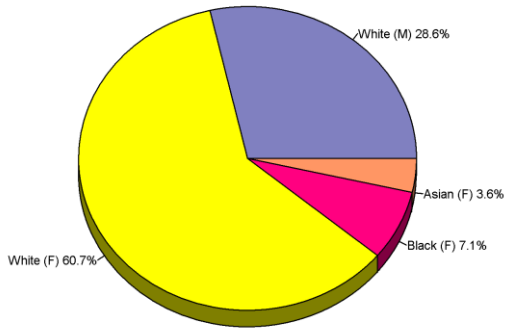


F22 : Philosophy & Comparative Religion

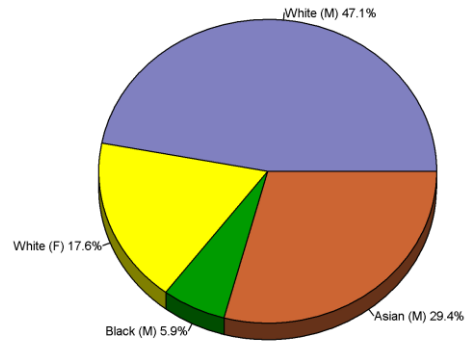


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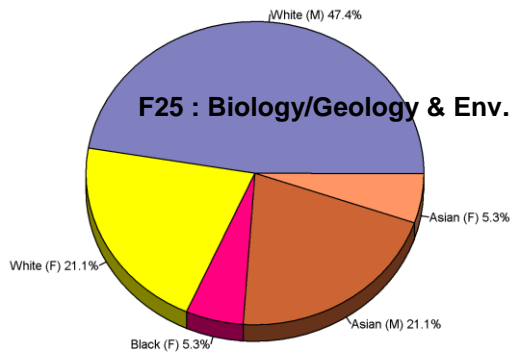
F23 : Health Sciences



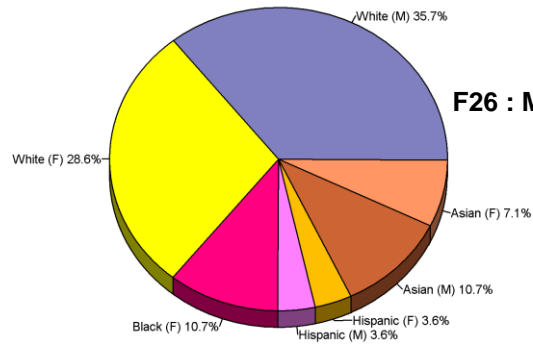
F24 : Chemistry



F25 : Biology/Geology & Env. Science

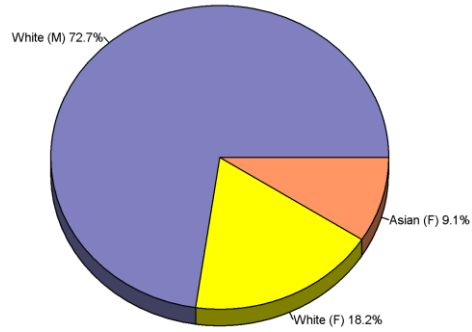


F26 : Mathematics

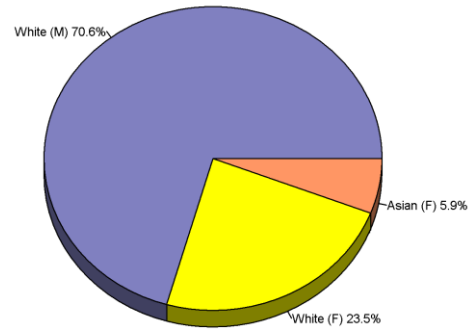


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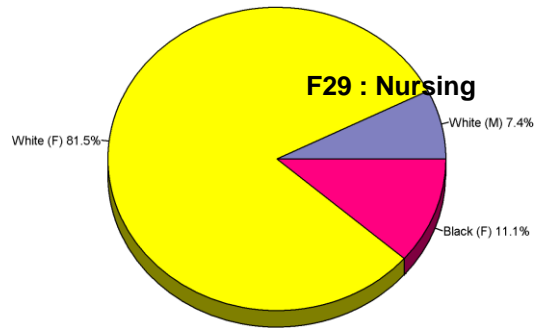
F27 : Physics



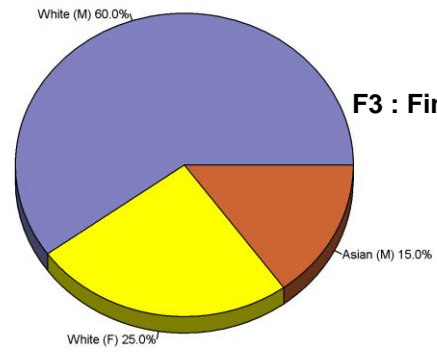
F28 : Psychology



F29 : Nursing

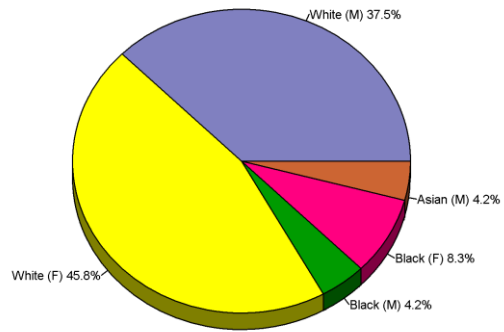


F3 : Finance & Accounting

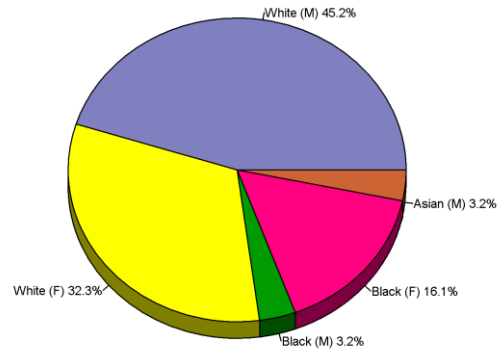


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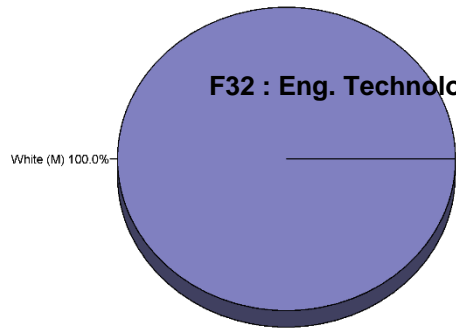
F30 : Urban Studies



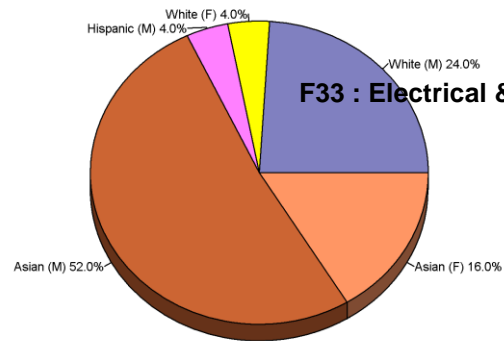
F31 : Law



F32 : Eng. Technology

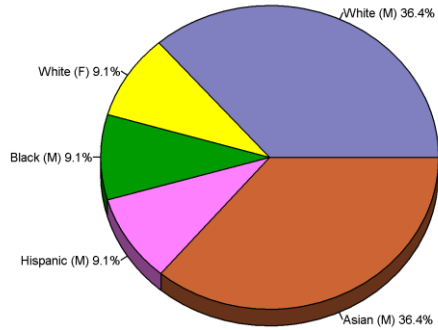


F33 : Electrical & Computer Engineering

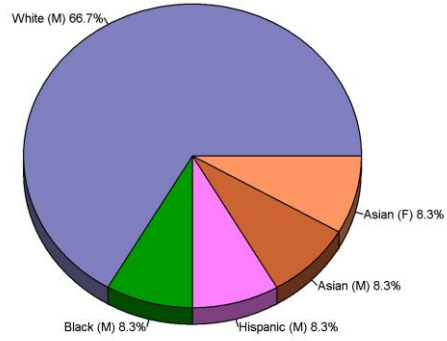


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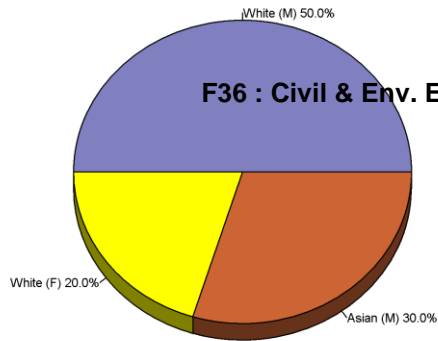
F34 : Chemical & Biomedical Engineering



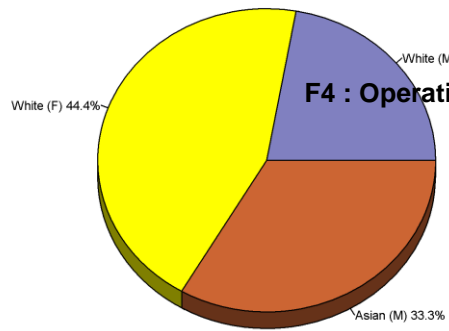
F35 : Mechanical Engineering



F36 : Civil & Env. Eng.

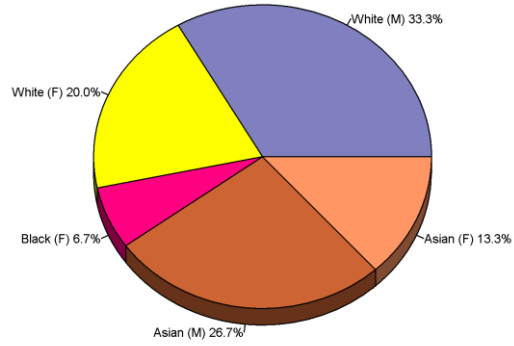


F4 : Operations & Supply Management

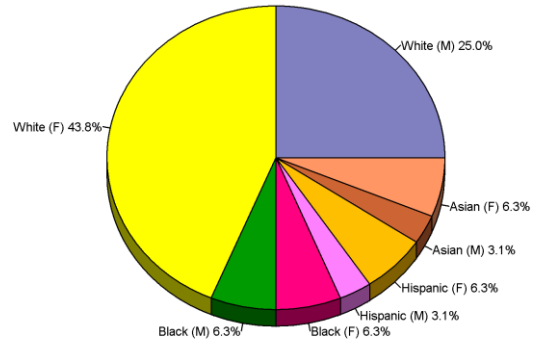


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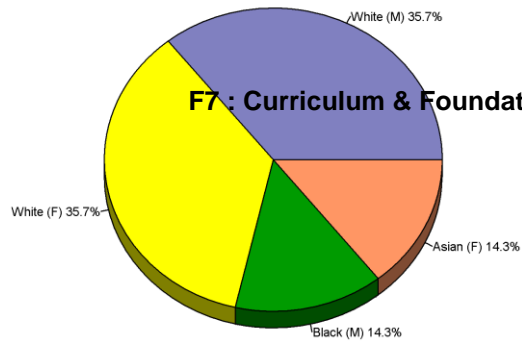
F5 : Marketing



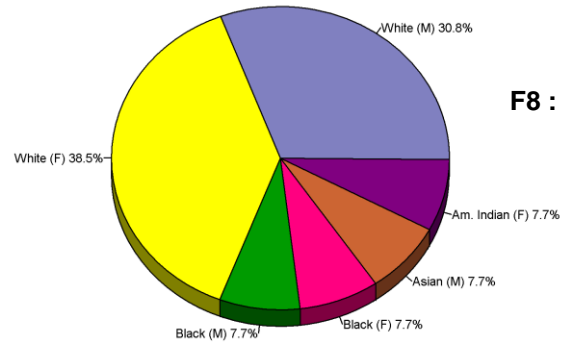
F6 : Teacher Education/Health&Human Performance



F7 : Curriculum & Foundations

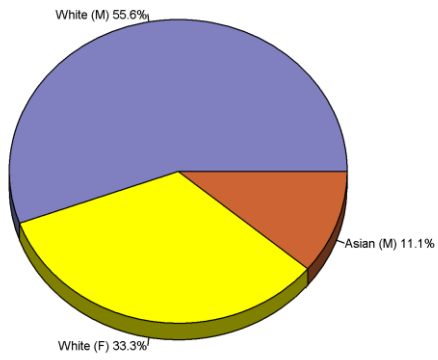


F8 : CASAL



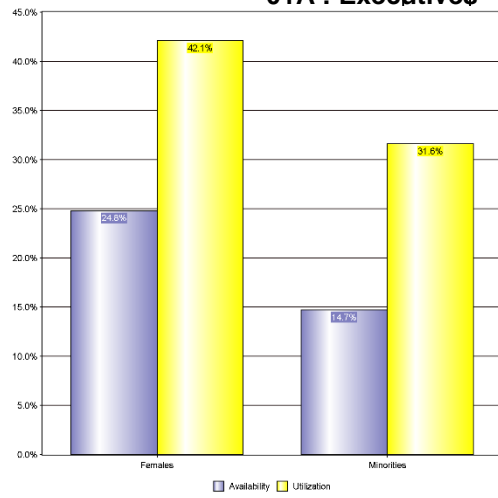
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F9 : Communication

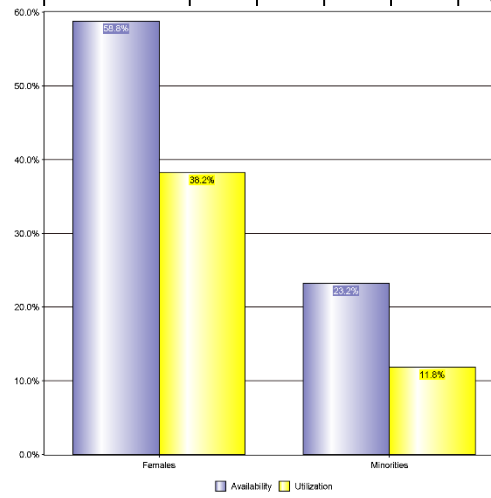


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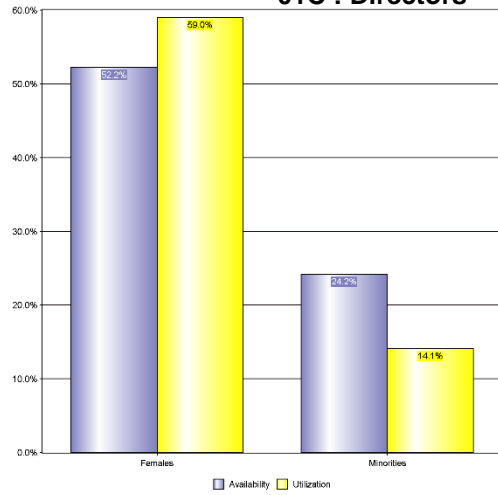
01A : Executives



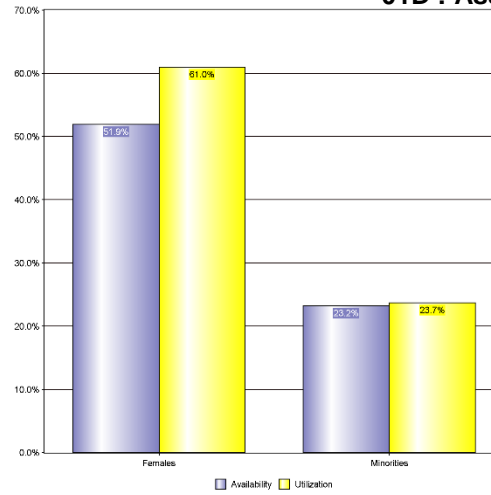
01B : AVPs



01C : Directors

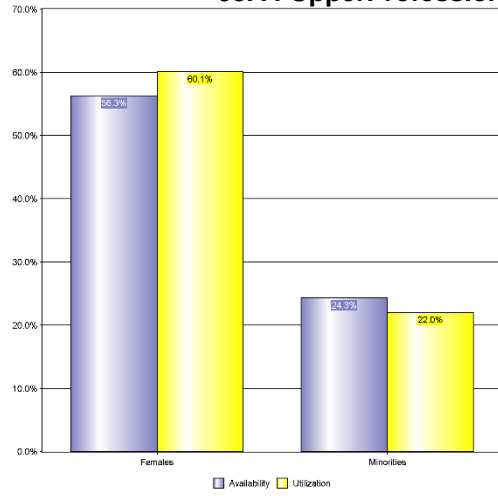


01D : Asst/ Assoc. Directors

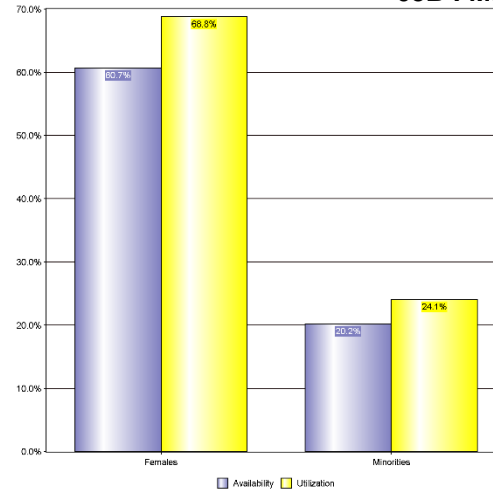


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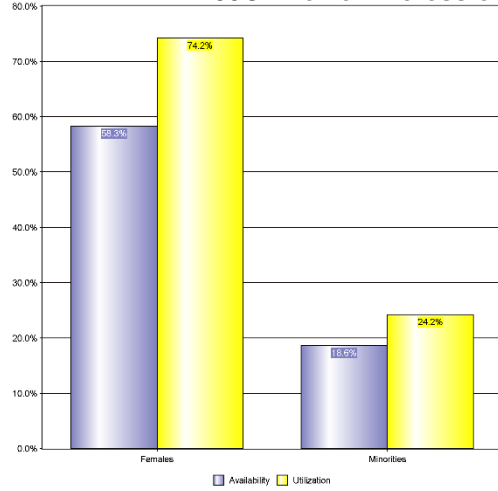
03A : Upper Professional



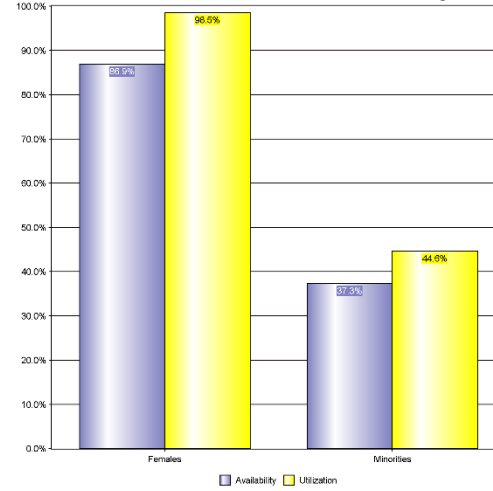
03B : Middle Professional



03C : Lower Professional

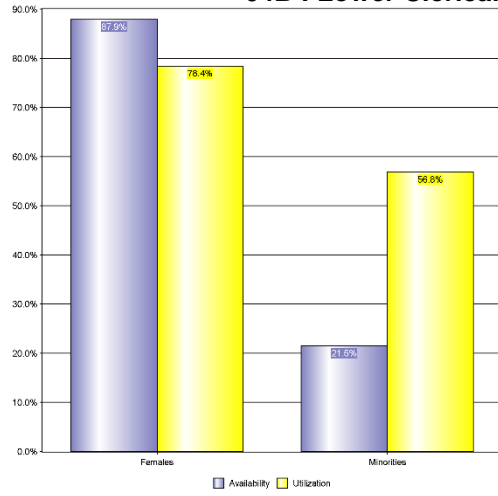


04A : Upper Clerical

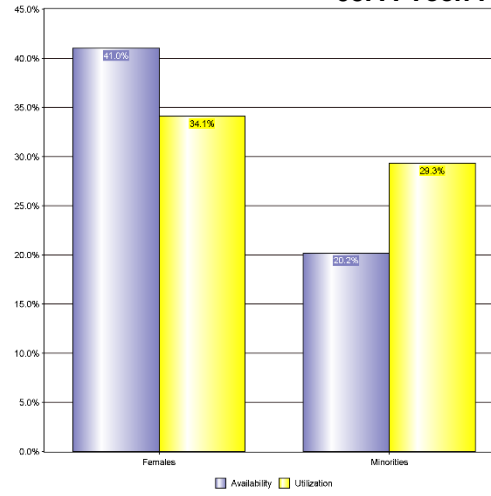


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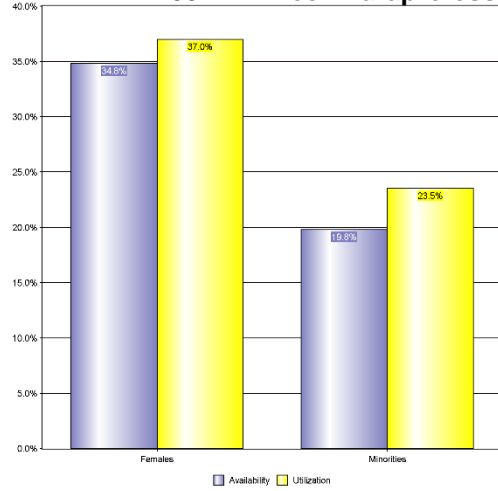
04B : Lower Clerical



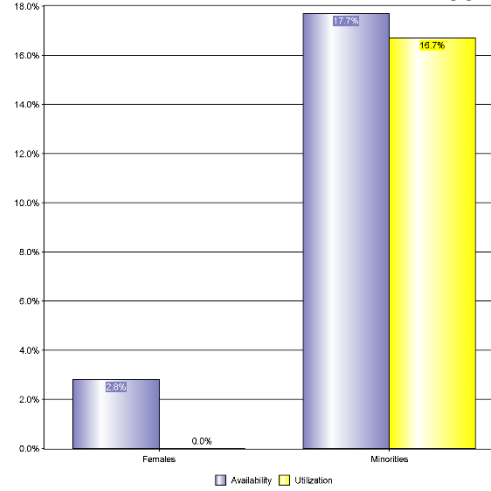
05A : Tech Paraprofessional - Misc.



05B : IT Tech Paraprofessionals

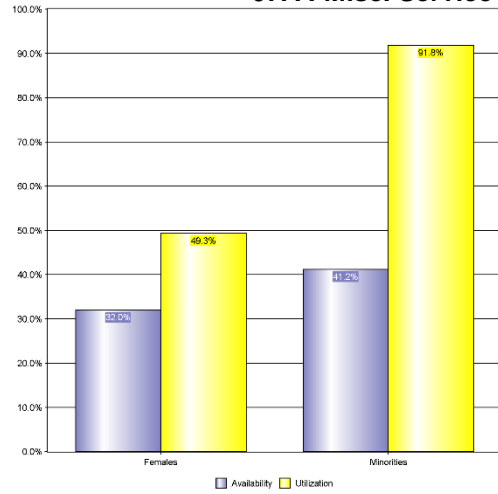


06A : Skilled Craft

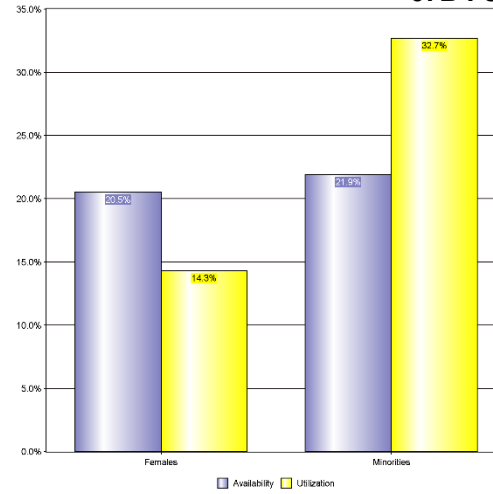


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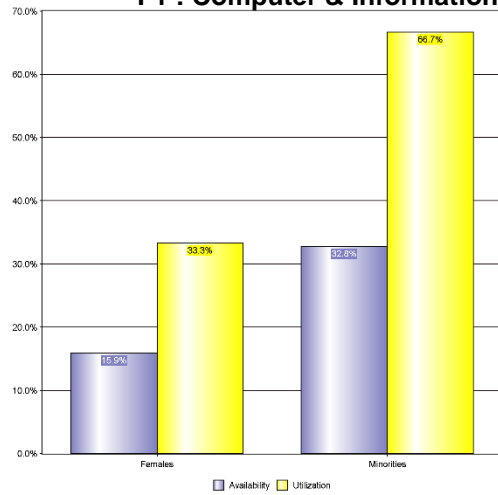
07A : Misc. Service



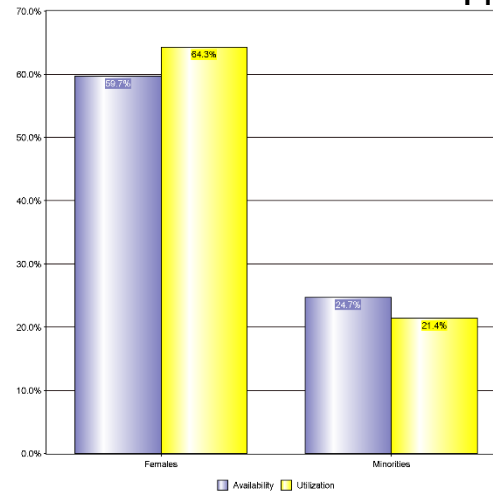
07B : Service Protective



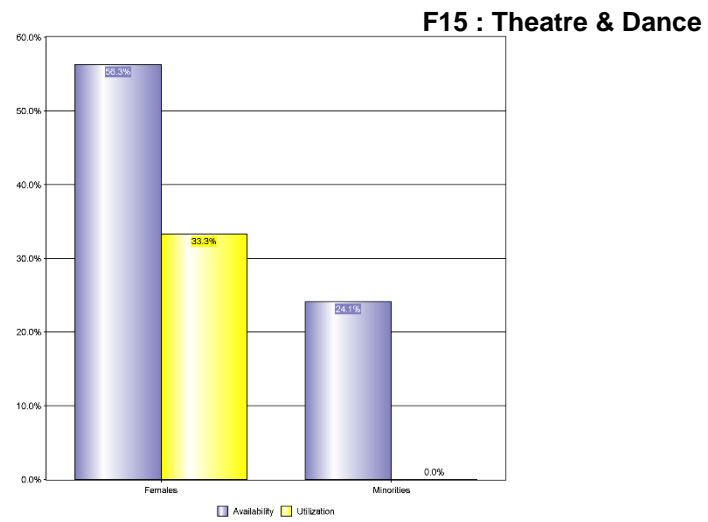
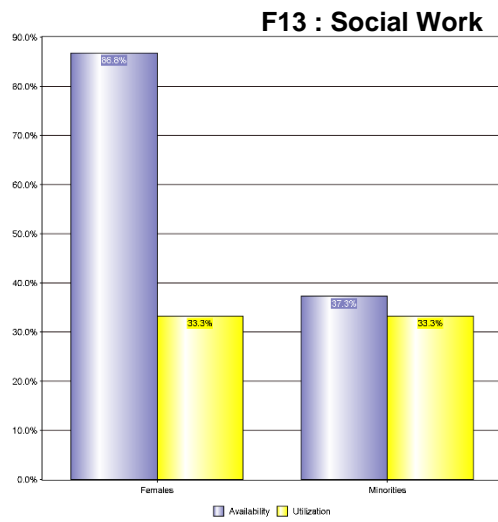
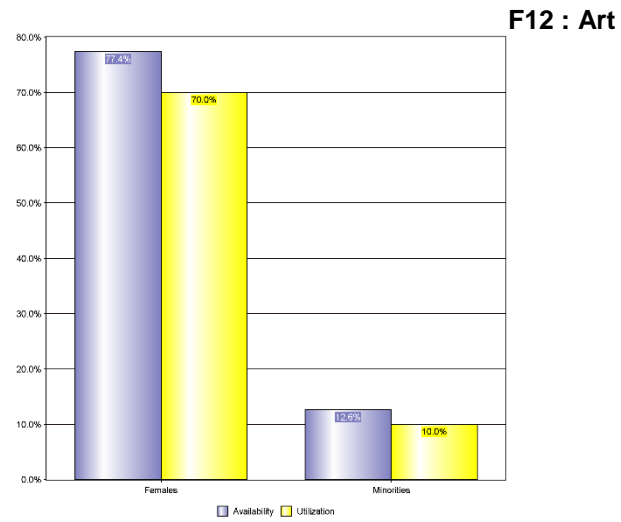
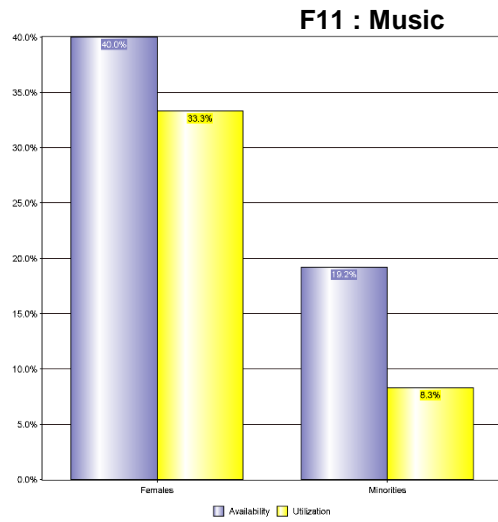
F1 : Computer & Information Science



F10 : Sociology

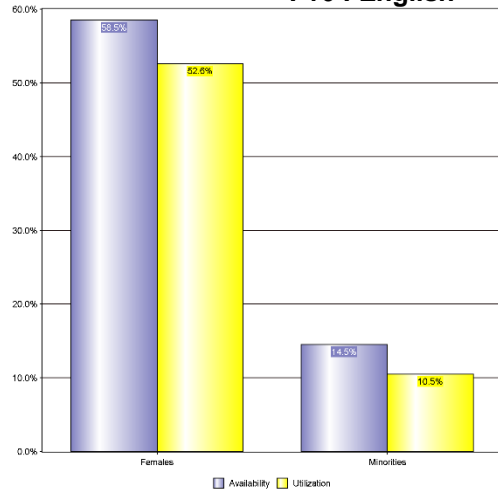


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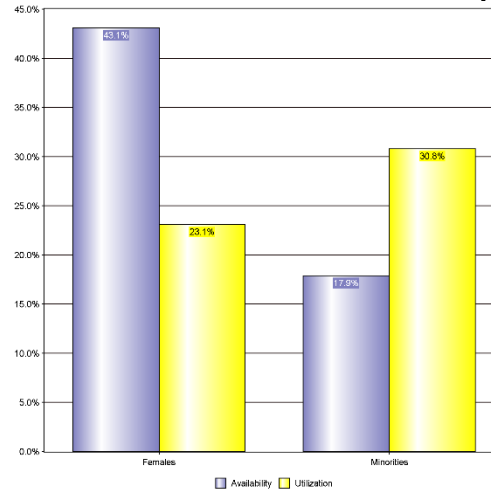


Cleveland State University

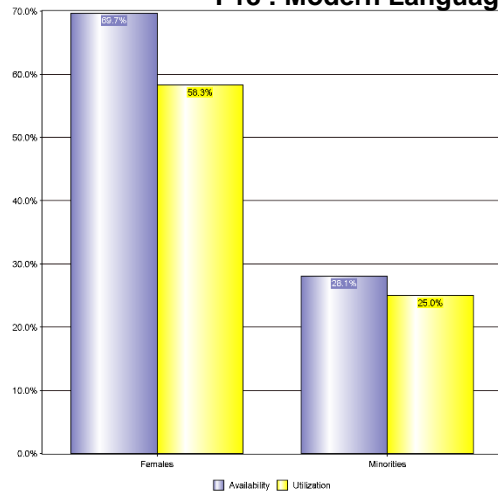
F16 : English



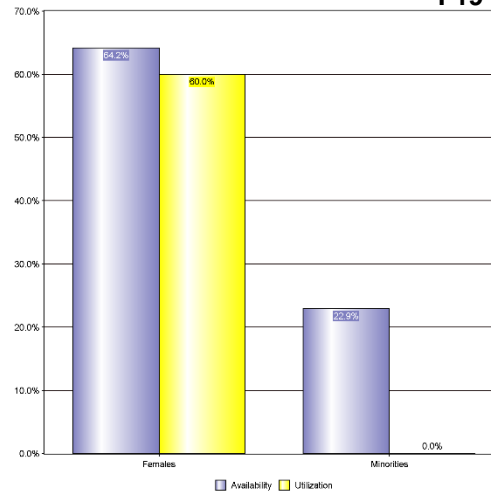
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F18 : Modern Languages

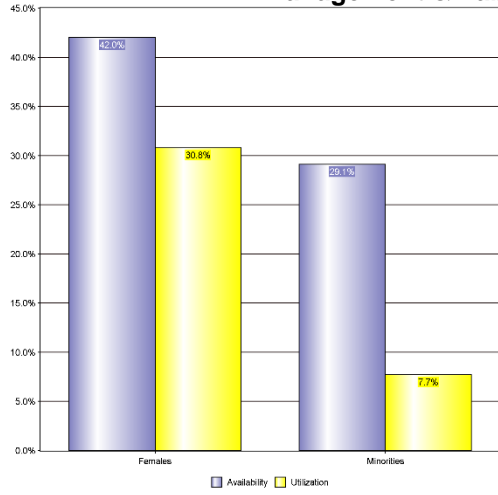


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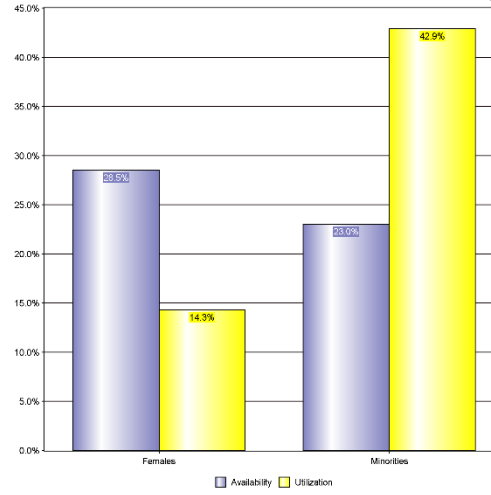


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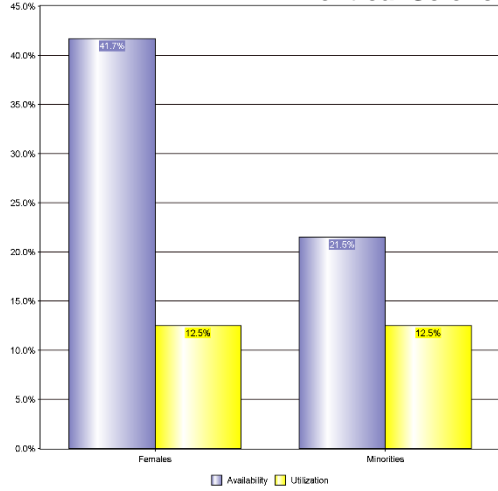
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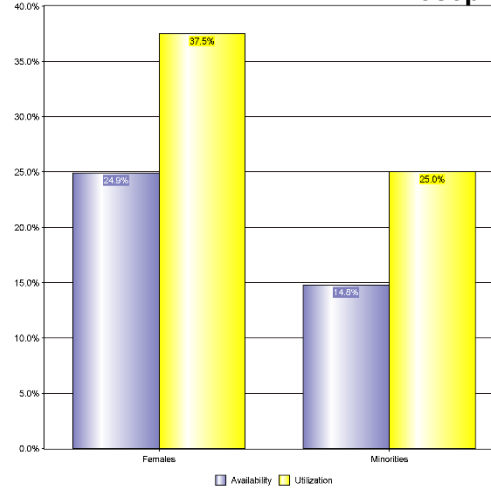
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F21 : Political Science

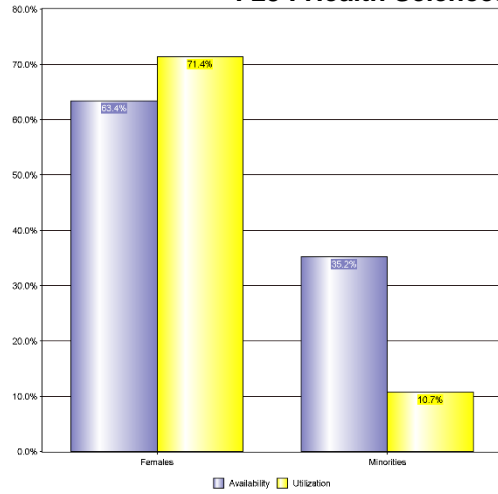


F22 : Philosophy & Comparative Religion

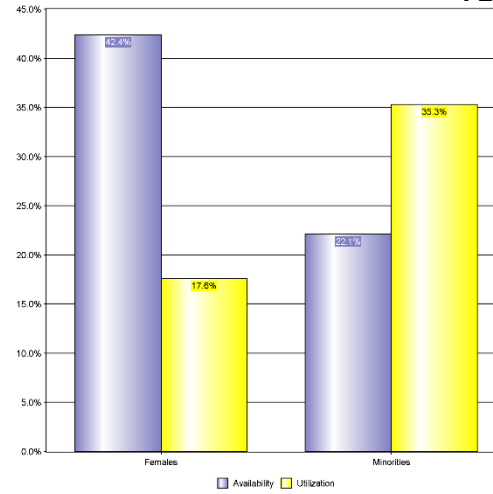


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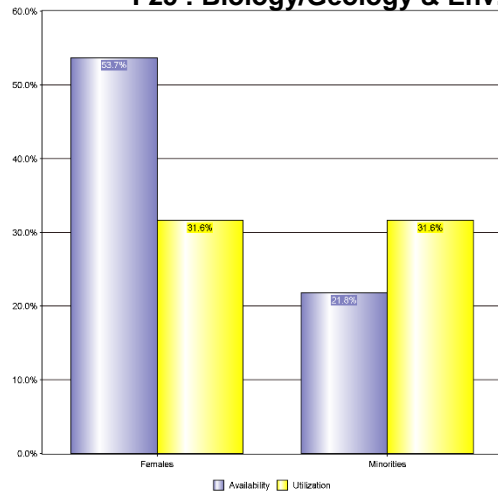
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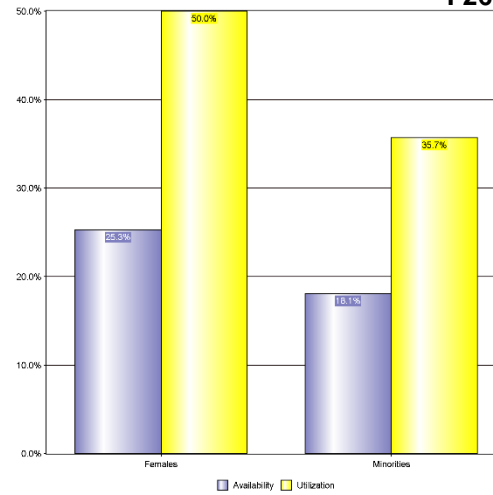
F24 : Chemistry



F25 : Biology/Geology & Env. Science

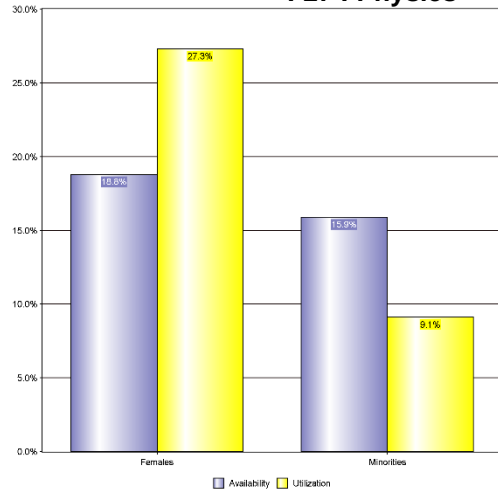


F26 : Mathematics

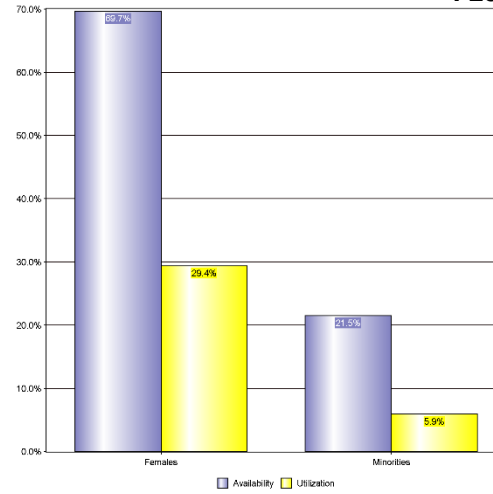


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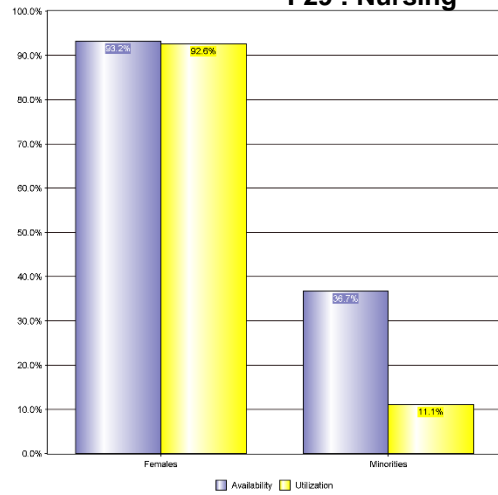
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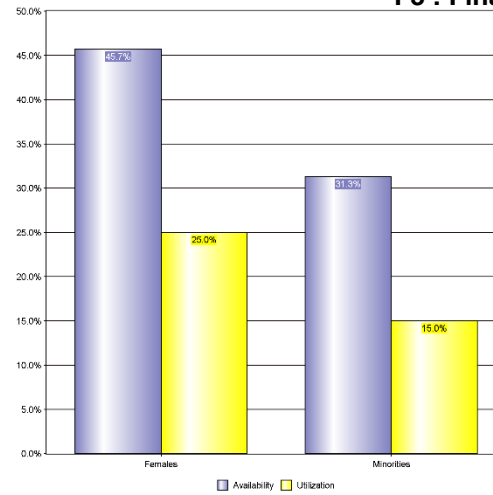
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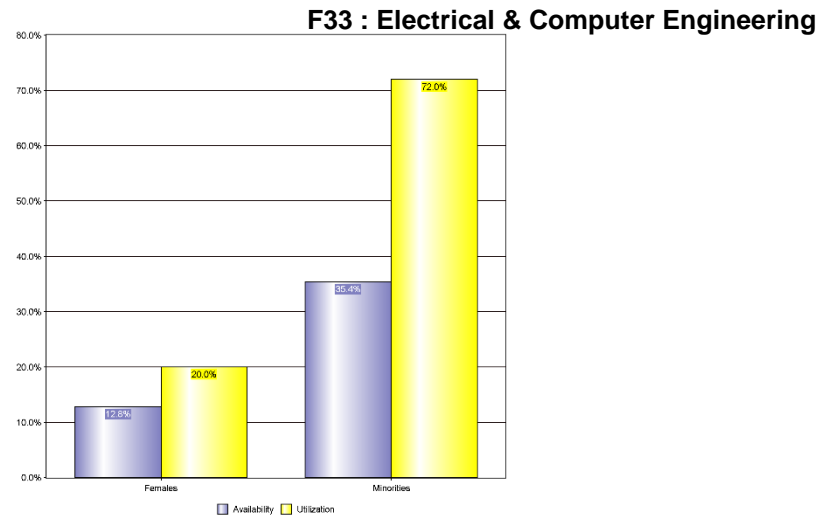
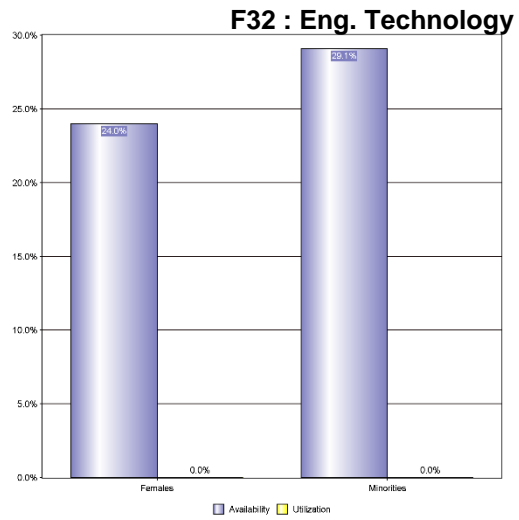
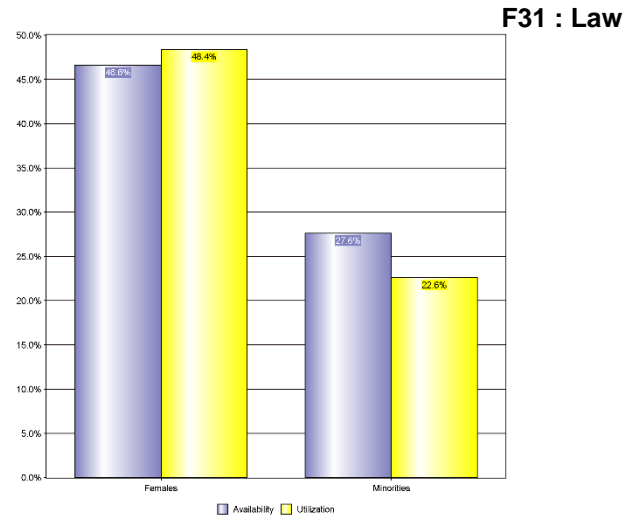
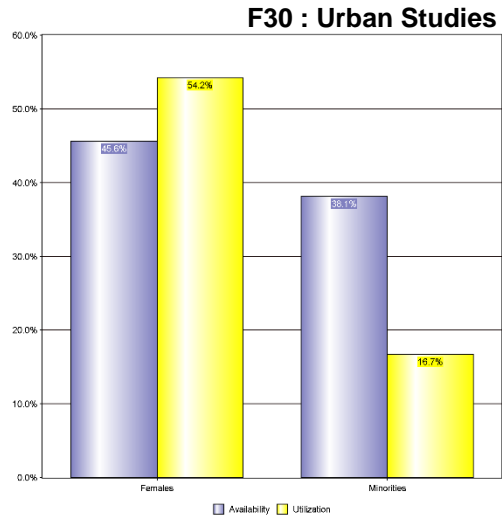
F29 : Nursing



F3 : Finance & Accounting

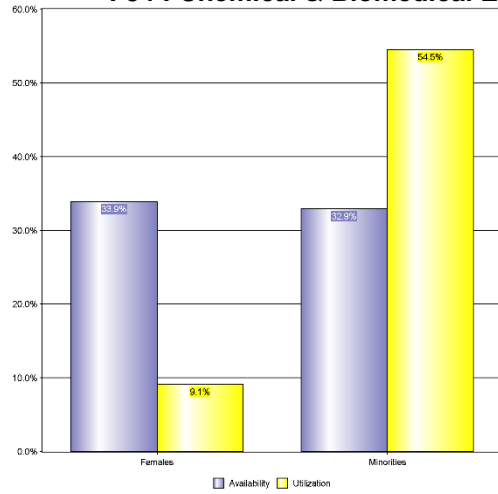


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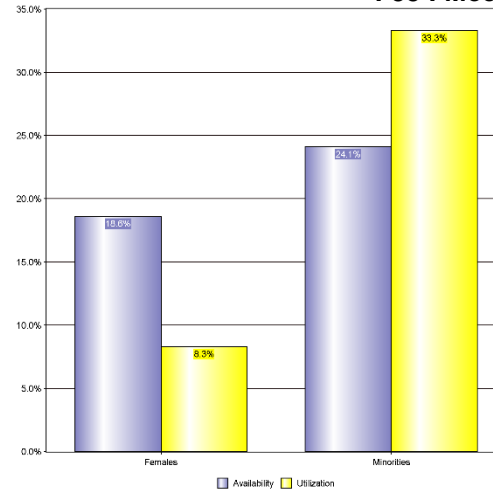


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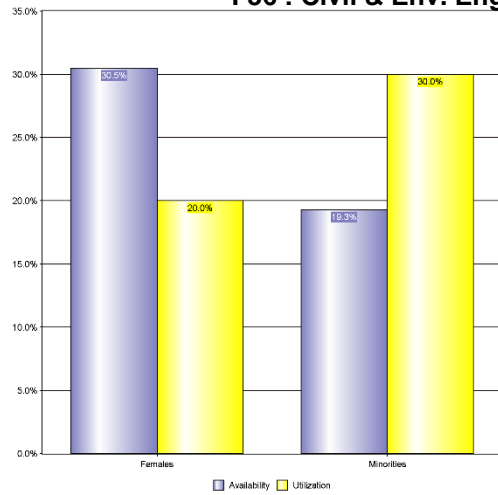
F34 : Chemical & Biomedical Engineering



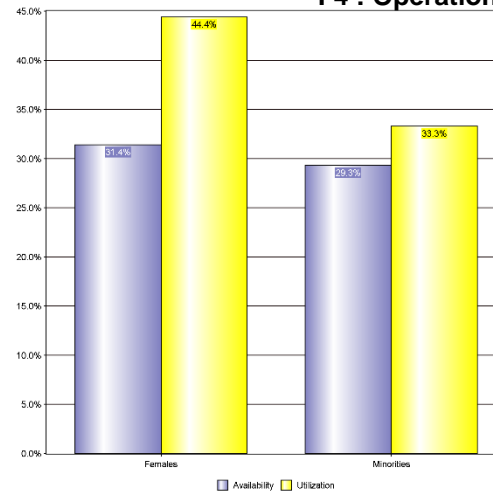
F35 : Mechanical Engineering



F36 : Civil & Env. Eng.

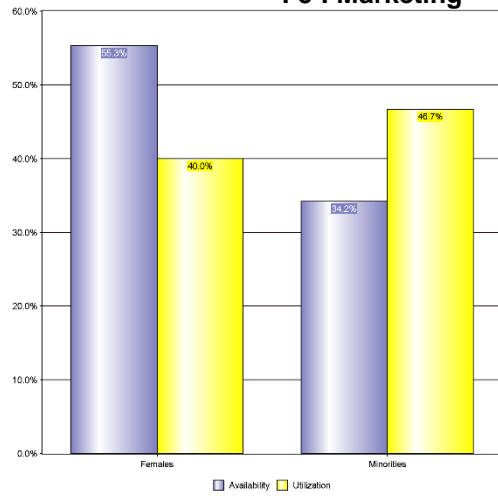


F4 : Operations & Supply Management

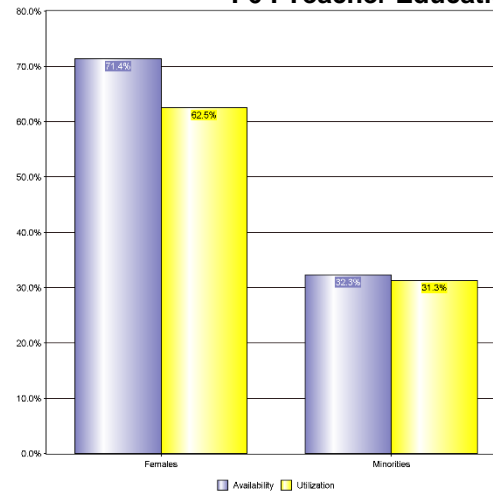


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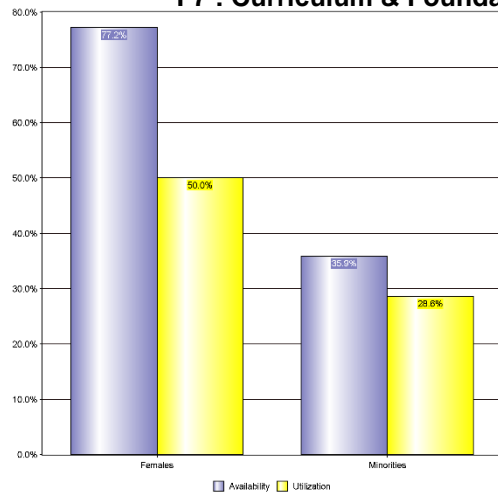
F5 : Marketing



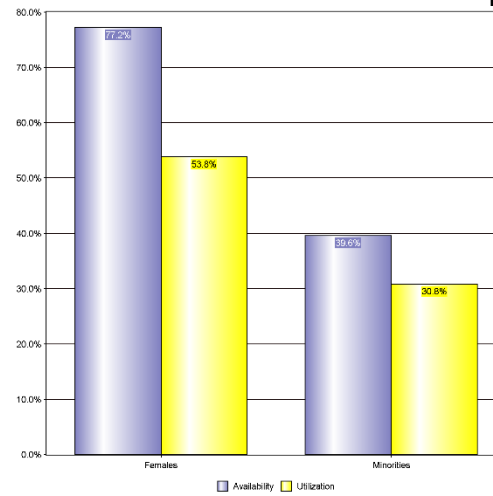
F6 : Teacher Education/Health&Human Performance



F7 : Curriculum & Foundations

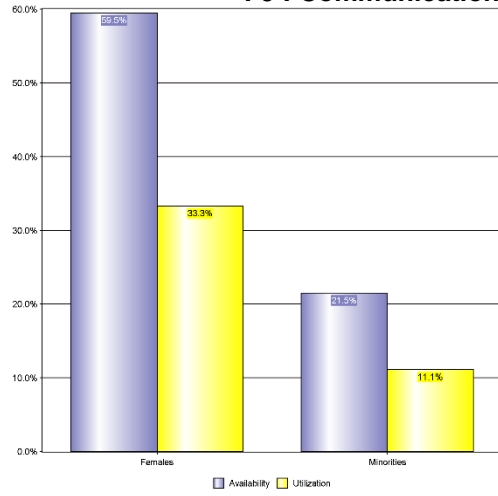


F8 : CASAL



Cleveland State University

F9 : Communication



PLACEMENT GOALS - COMPARING INCUMBENCY TO AVAILABILITY

41 CFR Section 60-2.15

Cleveland State University compares the percentage of women and minorities in each job group determined pursuant to Sec. 60-2.13 with the availability for those job groups determined pursuant to Sec. 60-2.14. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, a placement goal is established in accordance with Sec. 60-2.16.

PLACEMENT GOALS

41 CFR Section 60-2.16

Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity.

The establishment of a goal under Sec. 60-2.15 is neither a finding nor an admission of discrimination.

Where, pursuant to Sec. 60-2.15, a placement goal for a particular job group is established, a percentage goal is equal to the availability figure derived for women or minorities, as appropriate, for that job group.

In establishing placement goals, the following principles from Sec 60-2.16(e) also apply:

1. Placement goals are neither rigid or inflexible quotas, nor are they considered to be either a ceiling or a floor for the employment of particular groups.
2. All employment decisions are made in a nondiscriminatory manner. Placement goals are not used to extend a preference to any individual, select an individual, or adversely affect an individual's employment status on the basis of that person's race, color, religion, sex, sexual orientation, gender identity, or national origin.
3. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
4. Placement goals are not used to supersede merit selection principles.

ACTION ORIENTED PROGRAMS

41 CFR Section 60-2.17(c)

Cleveland State University develops these action-oriented programs to correct any problem areas identified in the Identification of Problem Areas 41 C.F.R. Section 60-2.17(b) and to attain established goals and objectives.

THE SELECTION PROCESS

1. At least annually, a detailed analysis of position descriptions is conducted to ensure that they accurately reflect position functions.
2. Job requirements are validated by division, department, location or other appropriate organizational units. Special attention is given to academic, experience, physical, and skill requirements to ensure that the requirements themselves do not constitute inadvertent discrimination. Job specifications are free from bias in regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, or disabled or veteran status, except where there is a bona fide occupational qualification. Job requirements are validated when the number of individuals from a particular race or gender group is disproportionately selected as determined by Impact Ratio studies.
3. Position descriptions and specifications are distributed to recruiting sources and members of management involved in the recruiting, screening, selection, and promotion processes.
4. Selection processes are evaluated at least annually to ensure that they are nondiscriminatory.
5. Individuals who have a role in the selection process are chosen with special care given to their qualifications for such roles and are provided any necessary ongoing training to ensure that the selection processes remain nondiscriminatory.

RECRUITMENT

Any one or all of the following techniques are used to improve recruitment and increase the flow of minority or female applicants:

1. Linkage with recruiting sources, which may include briefing sessions, plant tours, presentations by minority and female employees, and full descriptions of appropriate job openings and the selection process;
2. Encouragement of minority and female employees to refer qualified applicants;
3. Inclusion of women and minorities on the personnel staff;
4. Minority and female participation in career days, youth motivation programs and other similar programs in the community;
5. Minority and female participation in "job fairs;"
6. Active recruiting at various training institutions, especially those that have high minority and female enrollments; and
7. Expansion of help-wanted advertising to include the minority news media and women's interest media.

PROMOTIONS

Any one or all of the following techniques are used to improve promotional opportunities for minority and female employees:

1. Posting or general announcement of all appropriate job openings;
2. Assessment of current female and minority employees' academic, skill and experience levels;
3. Provision of job training and work-study programs;
4. Completion of performance appraisals;
5. Validation of job specifications;
6. Justification by supervisors when apparently qualified minority or female employees are passed over;
7. Establishment of career counseling programs, which may include attitude development, education aid, job rotations, buddy systems and similar programs;
8. Ongoing review of seniority practices in clauses and contracts to ensure that they are nondiscriminatory;
and
9. Review of all company-sponsored recreational and social activities to ensure that they are desegregated.

IDENTIFICATION OF PROBLEM AREAS

41 CFR Section 60-2.17(b)

As part of the monitoring practice, an analysis of personnel matters is conducted. The following items are considered:

1. Composition of the workforce by minority group and sex. Good faith placement goals are established where necessary.
2. Composition of applicant flow by minority group and sex. Corrective action is taken when appropriate whenever the referral ratio of women and minorities indicates a significantly higher percentage is being rejected as compared to non-minority and male applicants.
3. Compensation system. Cleveland State University evaluates its compensation system to determine whether there are gender, race or ethnicity-based disparities. The purpose of the analysis is to identify potential areas where impediments to equal employment opportunity may exist. Disparities alone do not necessarily indicate a problem area; there may be many non-discriminatory reasons for a disparity.
4. Selection process. The selection process includes: position descriptions, titles, application forms, pre-employment forms, interview procedures, test validity and administration, referral procedures, final selection process and similar factors. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The following areas are reviewed annually to ensure the success of this affirmative action program:

- Transfer and promotion practices,
- Facility and Cleveland State University sponsored recreational, social and educational events,
- EEO posters,
- Policy statements,
- Training Programs, and
- Suitable housing and transportation does not inhibit recruitment efforts and employment of minorities.

INTERNAL AUDIT AND REPORTING SYSTEMS

41 CFR Section 60-2.17(d)

Monitoring and reporting procedures are developed to evaluate the extent to which the goals of the affirmative action program are being met. Cleveland State University takes the following measures:

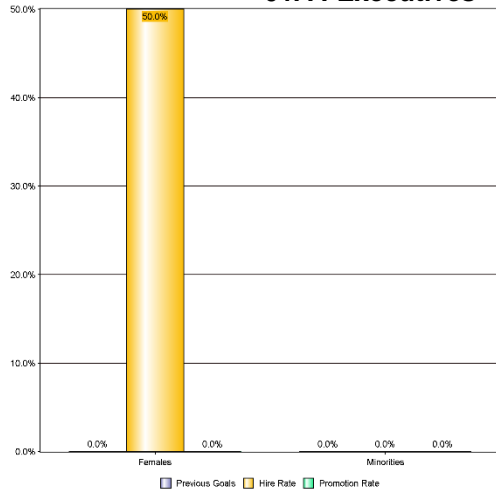
1. Information on race and sex is obtained when an application for a position is submitted.
2. An Adverse Impact (Impact Ratio) Analysis is performed when sufficient data exists on applicants, hires, promotions, and terminations to ensure compliance with the Uniform Employment Selection Guidelines.
3. Any training programs are analyzed regularly to eliminate potential discrimination in participation rates.
4. Any tests administered are routinely analyzed to uncover potential discrimination in grading scores or test results.
5. Compensation practices are reviewed at least annually for wage discrepancies.
6. The Availability Analysis for women and minorities is reviewed and good faith placement goals are established when necessary.
7. Progress toward established goals is reviewed at least annually for possible adjustments to employment practices.
8. Internal reporting is prepared as needed to determine why goals were not met.
9. Results of the affirmative action program are reviewed with all levels of management.
10. Top management is informed on a regular basis of the effectiveness of these policies and any recommendations for improvement.

GOALS PROGRESS
41 CFR Section 60-2.16, 60-2.17(d)

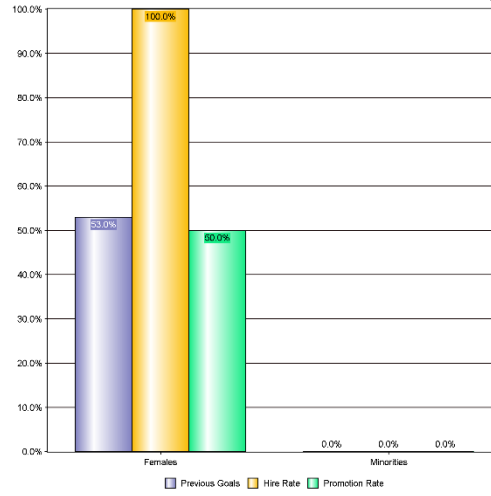
Cleveland State University monitors progress toward goals.

Cleveland State University

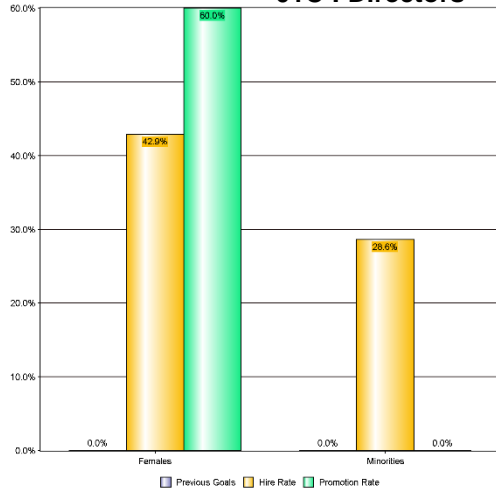
01A : Executives



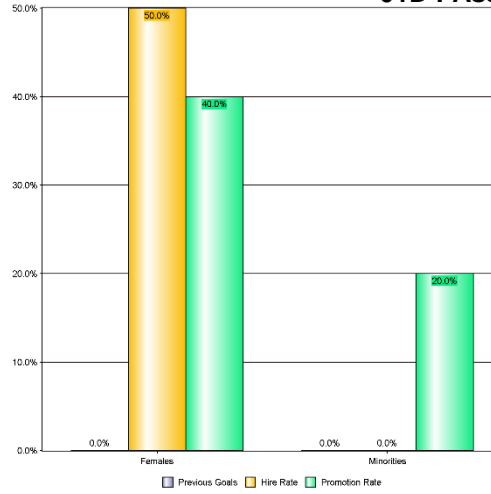
01B : AVPs



01C : Directors

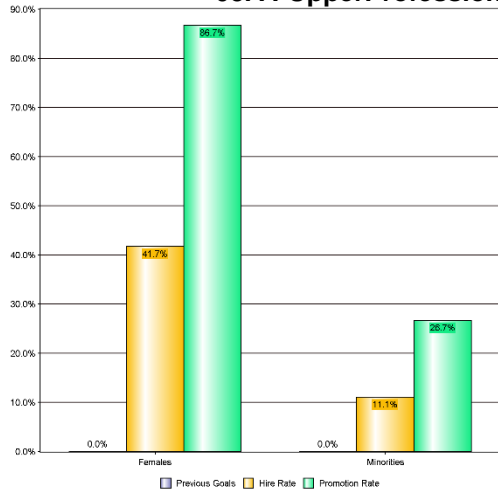


01D : Asst/ Assoc. Directors

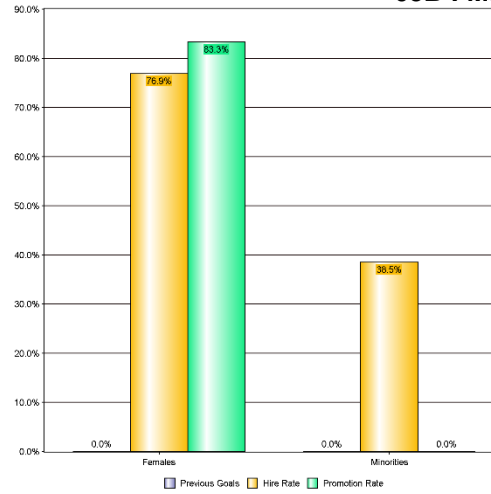


Cleveland State University

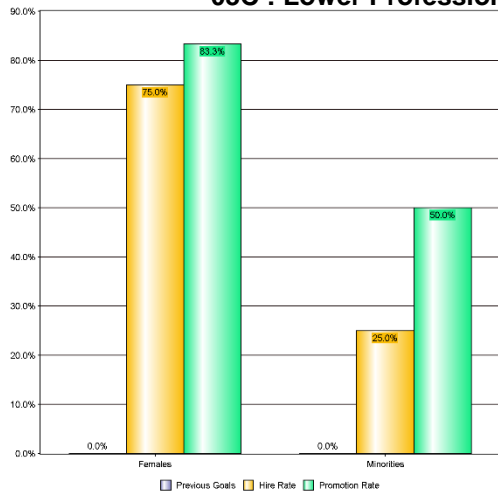
03A : UpperProfessional



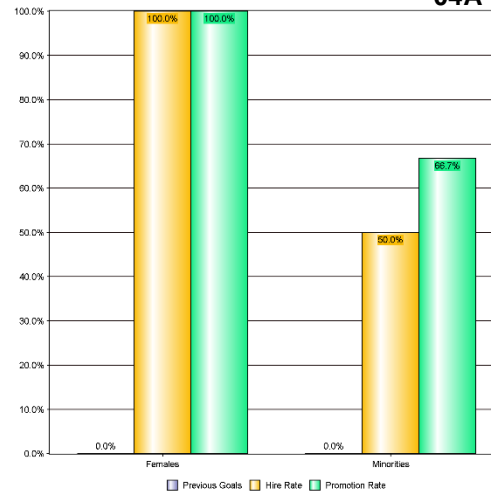
03B : Middle Professional



03C : Lower Professional



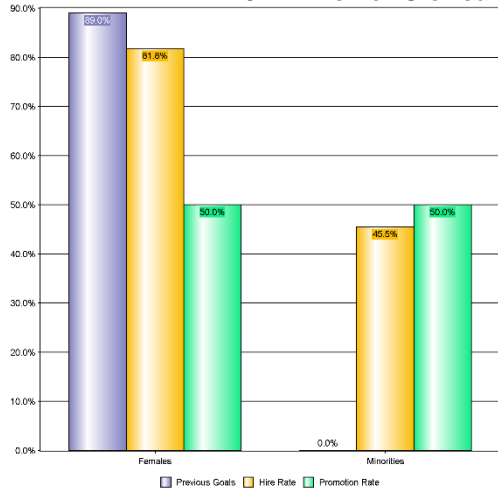
04A : Upper Clerical



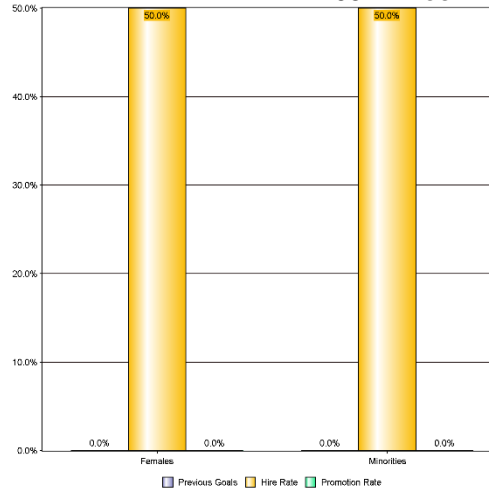
Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

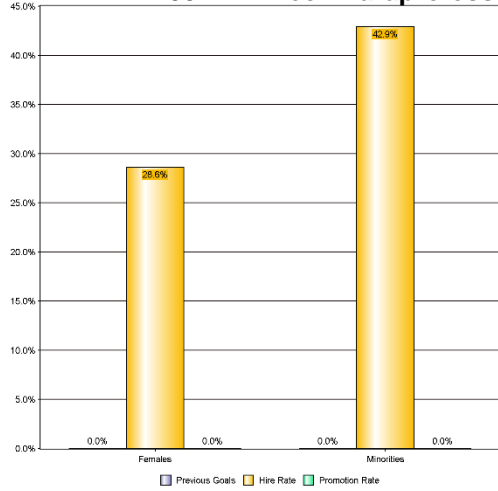
04B : Lower Clerical



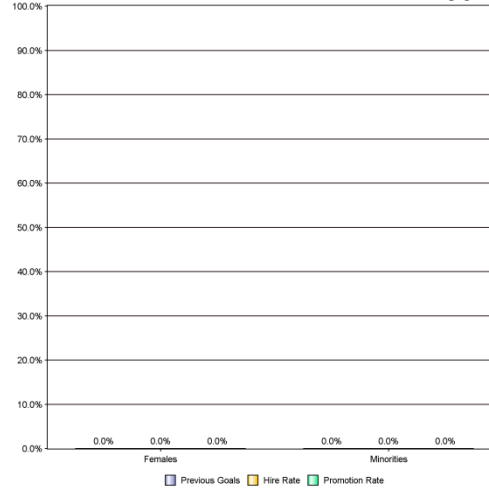
05A : Tech Paraprofessional - Misc.



05B : IT Tech Paraprofessionals



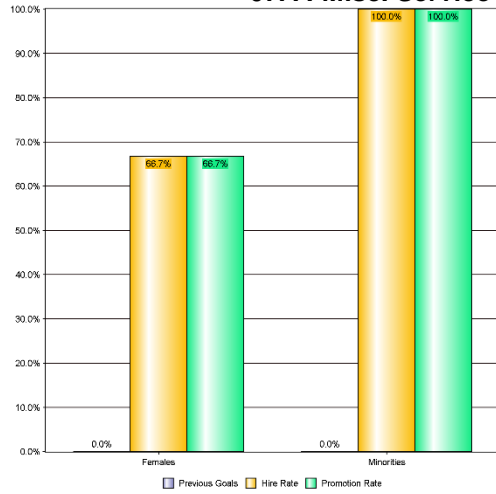
06A : Skilled Craft



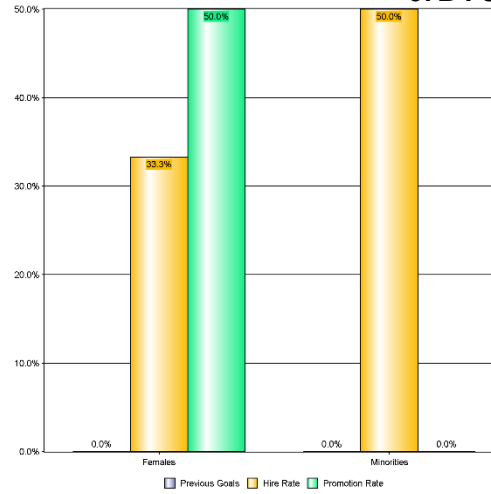
Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

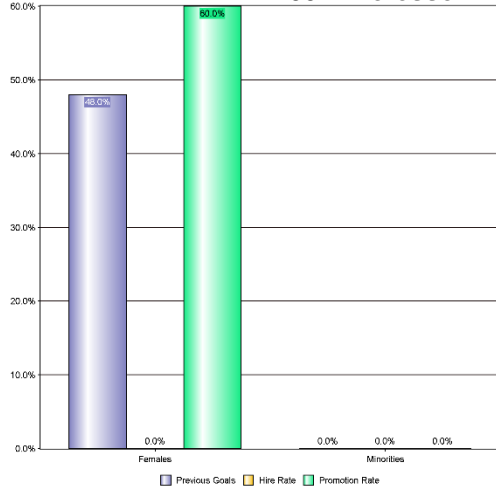
07A : Misc. Service



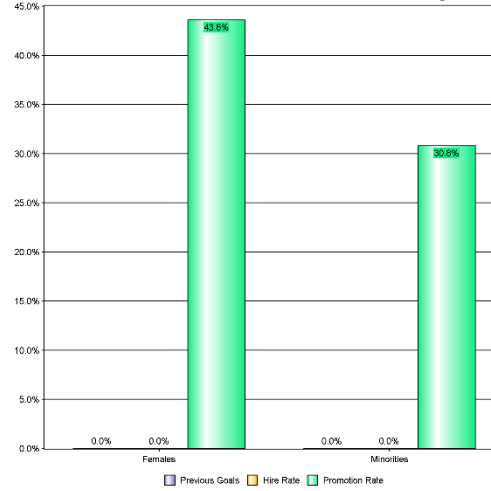
07B : Service Protective



200 : Professor



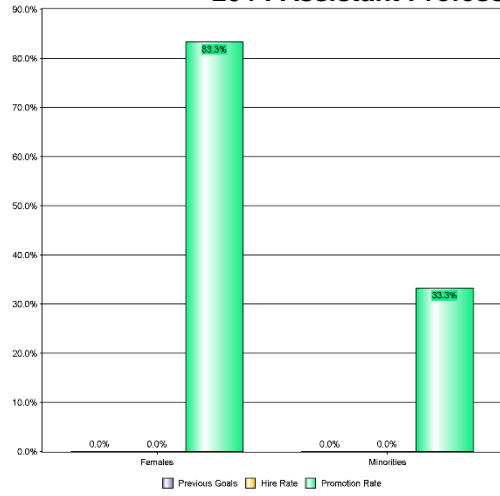
202 : Assoc Professor



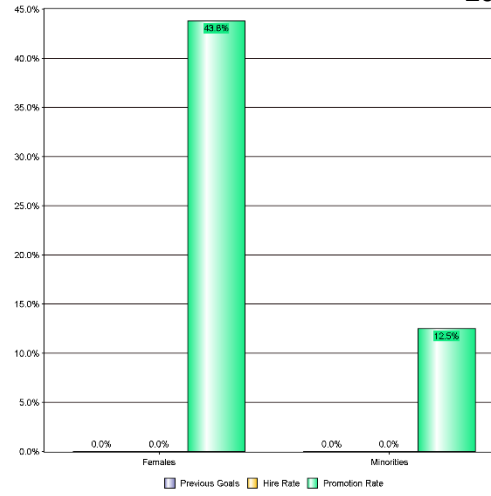
Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

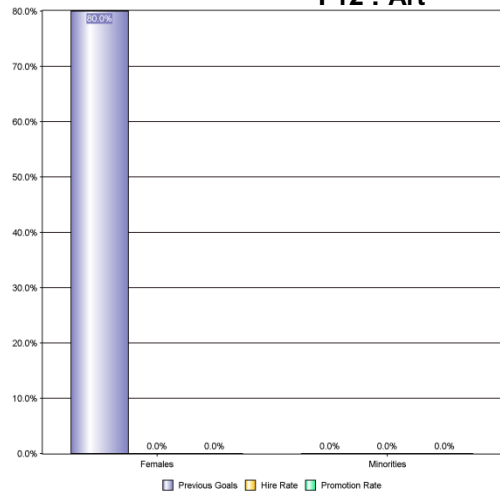
204 : Assistant Professor



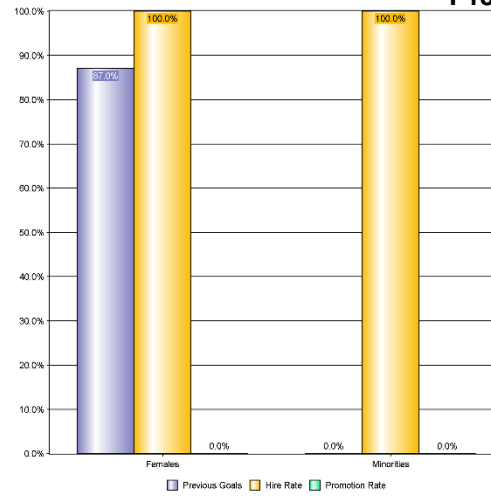
206 : Lecturers



F12 : Art



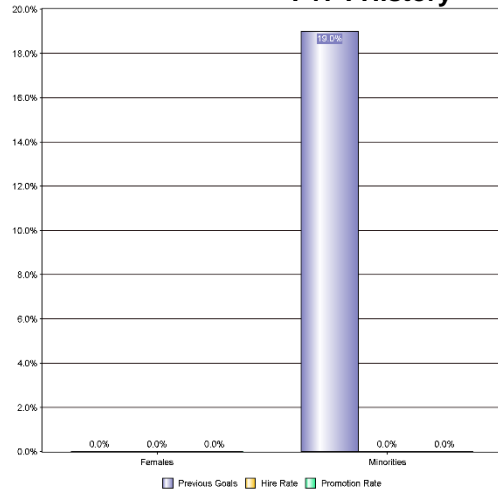
F13 : Social Work



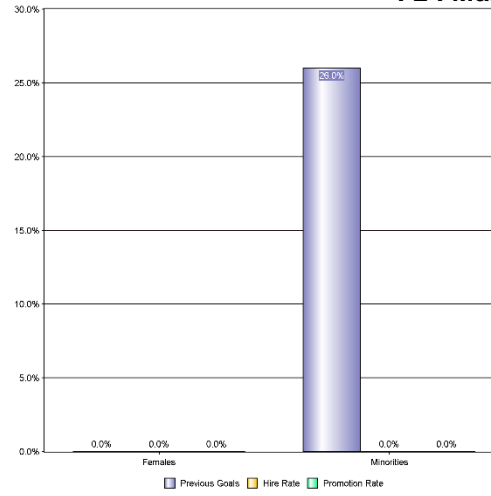
Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

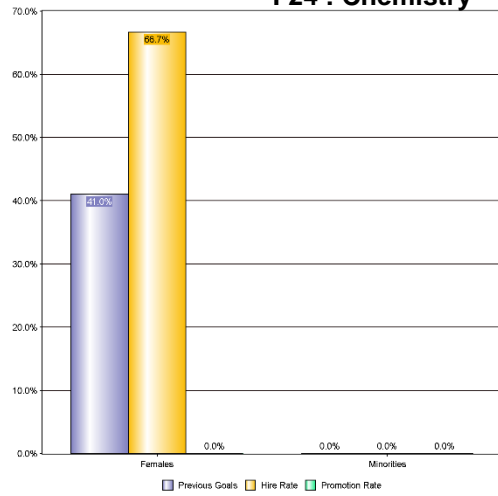
F17 : History



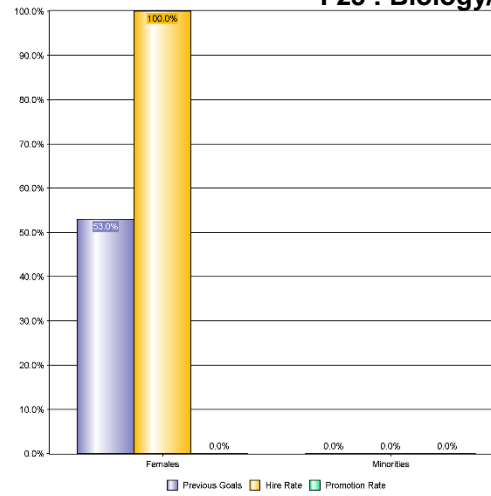
F2 : Management & Labor



F24 : Chemistry



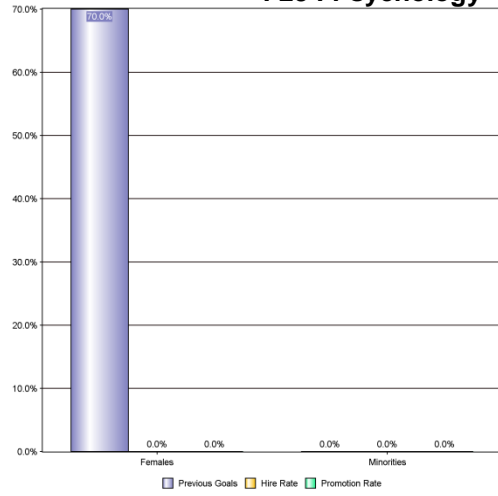
F25 : Biology/Geology & Env. Science



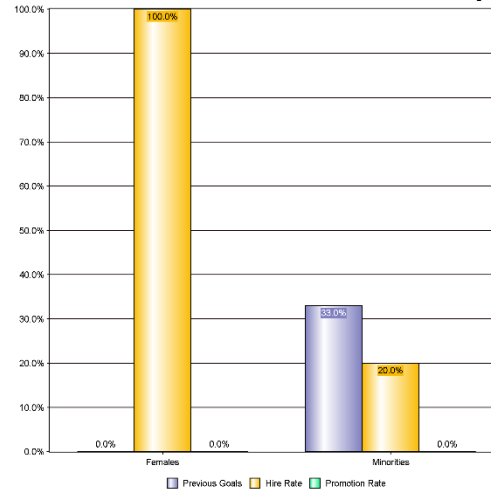
Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

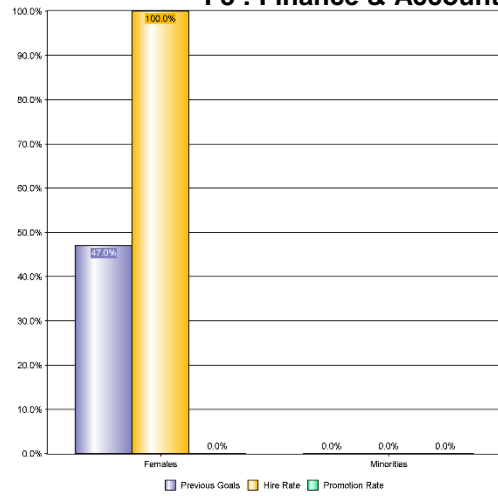
F28 : Psychology



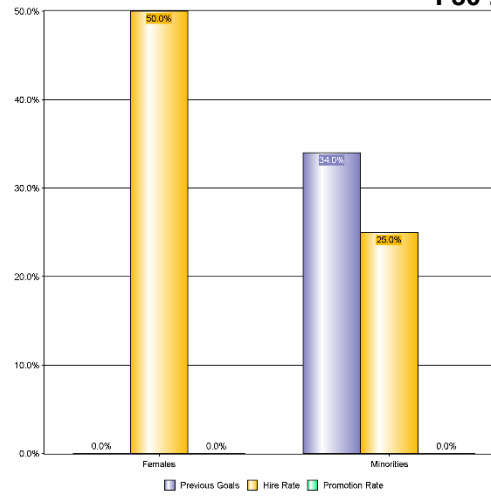
F29 : Nursing



F3 : Finance & Accounting



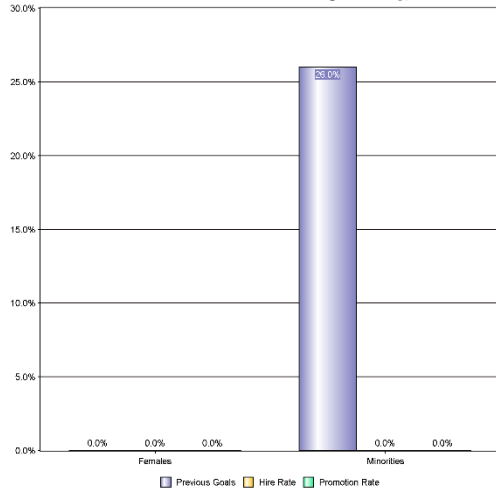
F30 : Urban Studies



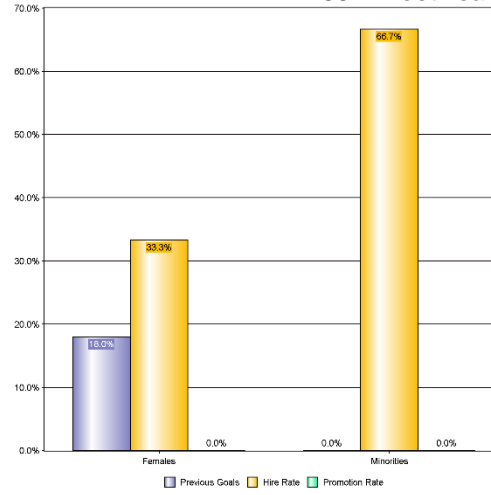
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Cleveland State University

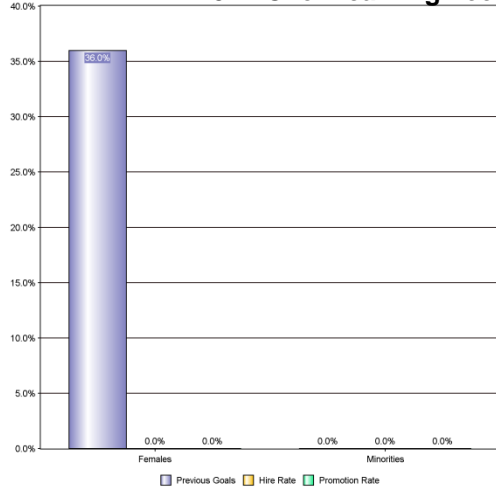
F31 : Law



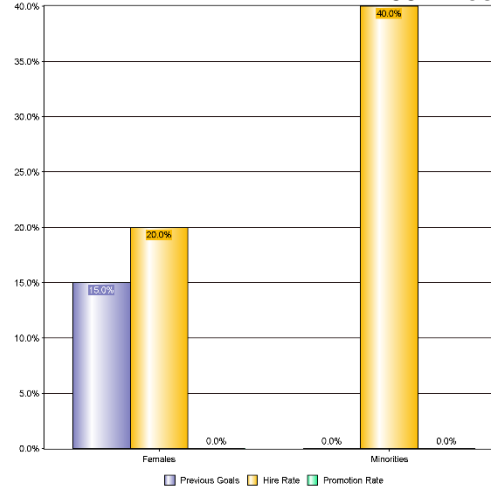
F33 : Electrical & Computer Engineering



F34 : Chemical Engineering



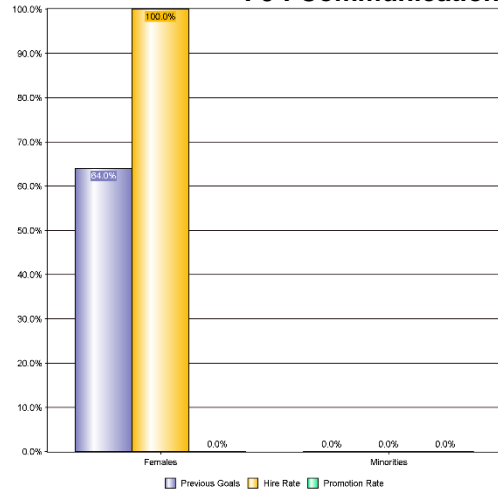
F35 : Mechanical Engineering



Goals Progress 09/01/2014 - 08/31/2015

Cleveland State University

F9 : Communication



Goals Progress 09/01/2014 - 08/31/2015

RELIGION AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES

41 CFR Section 60-50

Cleveland State University reaffirms its policy to afford equal employment opportunity to all individuals. Neither national origin nor religion is a factor in recruitment, selection, promotion, transfer, termination, or participation in training. The following activities are undertaken to ensure that religion and national origin are not used as a basis for employment decisions:

1. Employment practices are reviewed to ensure that members of particular religious and/or ethnic groups are given equal employment opportunities.
2. All employees, including supervisors, managers, and executives are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
3. Recruitment sources are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
4. Internal procedures exist to implement equal employment opportunity without regard to national origin or religion.

ACCOMMODATION FOR RELIGIOUS OBSERVANCE AND PRACTICE

41 CFR Section 60-50.3

The religious observances and practices of employees are accommodated by Cleveland State University, except where such accommodation would cause undue hardship on the conduct of business. The accommodation offered is determined by considering business necessity, financial expense and any personnel coverage problems that may result.

NONDISCRIMINATION

41 CFR Section 60-50.5

Cleveland State University does not discriminate against any qualified employee or applicant because of race, color, sex, sexual orientation, gender identity, age, disabled, or veteran status in implementing the policy concerning nondiscrimination based on religion or national origin.

