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I. LETTER FROM THE PRESIDENT

As we distribute this Affirmative Action Plan, I wish to reaffirm SUNY Delhi's philosophy and policy concerning affirmative action and equal opportunity employment.

SUNY Delhi is committed to selecting the best qualified faculty and staff without discrimination against individuals on the basis of disability unrelated to job requirements, race, religion, creed, national origin, age, color, veterans status, sex, marital status, sexual orientation, genetic pre-disposition or carrier status.

As a primary tenet, SUNY Delhi embraces diversity of thought, culture, gender, age and ethnicity. SUNY Delhi's policy on affirmative action and equal opportunity complies with the letter as well as the spirit of the law, thus supporting the values of this educational community.

SUNY Delhi has herein assessed the composition of our workforce and has compared our workforce to that of those who have the requisite skills in the appropriate recruitment area. We have developed realistic recruitment goals and a timetable for achievement of those goals.

Therefore, every member of the SUNY Delhi campus community is being asked to work together to guarantee a completely nondiscriminatory process in the recruitment, hiring, and promotion of qualified women, minority group members, persons with disabilities, special disabled, Vietnam-era and other eligible veterans at all levels of employment throughout the campus. Outside agencies with which SUNY Delhi contracts will also be expected to comply with applicable anti-discrimination laws.

This Affirmative Action Plan demonstrates continued support for an increasing diverse workforce. Increased diversity throughout the SUNY Delhi campus community nurtures both social growth and educational excellence. For these reasons, I encourage all those employed at SUNY Delhi to be familiar with the contents of the plan so that our policies and procedures can be implemented efficiently and effectively and to commit to the spirit of inclusiveness with which these goals were created.

Candace S. Vancko, Ph.D.
President

II. PREFACE

A. Summary of Affirmative Action and the College's Commitment to Equal Employment Opportunity

SUNY Delhi is firmly committed to providing equal educational and employment opportunities for all persons, without regard to age, carrier status, citizenship status, color, disability, gender, genetic predisposition, marital status, national or ethnic origin, prior arrest or conviction status, race, religion, Sabbath observance, sexual orientation or veteran status.

The equal opportunity policy incorporating, as applicable, affirmative action obligations reflects not only federal and state laws, but also the College's and the State University of New York's longstanding commitment to the ideals of fairness, access and excellence. Further, the College believes that its mission as an institution of higher education

demands that it also be committed to increasing the representation of protected groups throughout the workforce. To this end, SUNY Delhi has developed this affirmative action plan as a part of the College's wider effort to promote pluralism and diversity among its administration, faculty and staff.

This Affirmative Action Plan has been prepared in accordance with SUNY Delhi and State University of New York policy and the regulations promulgated by the Office of Federal Contract Compliance Programs (OFCCP), U.S. Department of Labor, 41 CFR Chapter 60. It sets forth the policies by which SUNY Delhi informs the College community and the public of the processes and procedures in place to ensure that present and prospective employees are treated fairly, based upon merit. The plan was prepared by the affirmative action officer in consultation with the president, the College's administrative officers and key campus stakeholders.

B. Effectives Dates of the Program

The Affirmative Action Plan is reviewed and revised at five year intervals. It is distributed to key officials and administrators for dissemination throughout the College community. A copy of this plan is available in keys campus offices and is posted on the web at www.delhi.edu. This document is in effect from September 1, 2010 to August 31, 2015. Inquiries regarding the plan may be directed to Affirmative Action Officer, Bonnie Martin, Bush Hall, Room 103, SUNY Delhi, Delhi, NY 13753, (607)746.4498, martinbg@delhi.edu.

III. INTRODUCTION

A. Brief Description of SUNY Delhi

Founded in 1913, SUNY Delhi has experienced tremendous growth over the past decade, reaching a record enrollment of over 3,300 students. Delhi is carving a unique niche in higher education by offering seamless, technology-based education that includes specialized certificates, more than 40 associate degree programs and 13 distinctive baccalaureate programs. Several academic programs have earned state and national reputations for excellence and in 2008; SUNY Delhi was ranked among the Top 45 Colleges in the North, according to the *U.S. News and World Report Guide to America's Best Colleges*.

SUNY Delhi is located in the foothills of the Catskill Mountains; the campus is approximately 3.5 hours from New York City and less than 2 hours from the state capital of Albany. The campus consists of 625 acres with 44 buildings, including 6 residence halls. The College also owns and maintains an 18 hole golf course.

Students may also pursue degrees in select programs offered at Schenectady County Community College, Tompkins-Cortland Community College and Onondaga County Community College as well as on-line.

Degrees Awarded

Associate of Arts, Associate of Applied Science, Associate of Science, Associate of Occupational Science, Bachelor of Business Administration, Bachelor of Science in Nursing, Bachelor of Technology

Students

Delhi enrolls over 3,300 students representing virtually every county in New York State. The Mid-Hudson region is the fast growing segment of the student body and nearly 25 percent of students come from Metropolitan New York and Long Island. Delhi's student body also reflects the diversity of New York State's population with students of color accounting for nearly 25% of total enrollment.

Student/Faculty Ratio

With a ratio of 19.5 students for every faculty member, learning takes place in an environment focused on the needs and aspirations of individual students.

Student Life

The Division of Student Life provides a wide range of educational, social and recreational programs and support services that foster a rich and engaging living and learning environment, facilitate the overall development of each student and enhance the sense of campus community. Delhi students can choose from over 50 Clubs and 20 Intercollegiate Sports.

Approximately 65% of students choose to live on campus with many living in one of the four living and learning environments specially designed to support student success.

Accreditations

The College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104-2680, 267-284-5000, Board of Regents of the University of the State of New York, National Institute for Automotive Service Excellence, National League of Nursing, American Council for Construction Education, and Committee on Veterinary Technician Education.

B. Administrative Organization of SUNY Delhi

SUNY Delhi has a centralized organizational structure. The President's Cabinet, reporting to the President, manages the day to day affairs of the College. Members of the President's cabinet include:

- Candace S. Vancko, Ph.D., President
- John Nader, Ph.D., Provost and Vice President for Academic Programs and Services
- Barbara Jones, Vice President for Student Life
- Brian Hutzley, Vice President for Business and Finance
- Craig Wesley, Dean of Enrollment Services
- Joel Smith, Director of College Advancement
- Barbara Kaplan, Assistant to the President
- Bonnie Martin, Director of Administrative Services

The College is organized into three academic divisions:

- Applied Science and Recreation/Technology: Dominic Morales, Dean
- Business and Hospitality: Michael Petrillose, Dean

- Liberal Arts and Sciences: Vern Linqvist, Dean

IV. POLICY STATEMENTS AND COMPLAINT PROCEDURES

A. Affirmative Action and Equal Employment Opportunity Policy

It is the goal of the SUNY Delhi affirmative action policies to provide equal employment opportunity, to prevent discrimination, and to contribute to the diversity of our workforce. The College's affirmative action policies apply to all persons in federally protected groups, including women, people with disabilities, Vietnam era veterans, Blacks, Hispanics, Asian/Pacific Islanders, American Indian/Alaskan Natives, special disabled veterans, and other eligible veterans.

The affirmative action laws governing SUNY Delhi include Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, and Section 402 of the Vietnam Era Veteran's Readjustment Act of 1974. In compliance with federal and state laws and regulations, the equal employment opportunity policies and procedures of SUNY Delhi apply to all persons without regard to age, carrier status, citizenship status, color, disability, gender, genetic predisposition, marital status, national or ethnic origin, prior arrest or conviction status, race, religion, Sabbath observance, sexual orientation, veteran status or other factors irrelevant to productive participation in the programs and activities of the College.

The federal and state laws that incorporate EEO components, include, among others:

- Title VII of the Civil Rights Act of 1964, as amended in 1991
- Title IX of the Education Amendments of 1972
- The Age Discrimination in Employment Act (ADEA) of 1967
- The Americans with Disabilities Act (ADA) of 1990
- Section 504 of the Rehabilitation Act of 1973
- The Immigration Reform and Control Act (IRCA) of 1986
- The New York State Human Rights Law

To implement the College's commitment to equal employment opportunity, affirmative action, and nondiscrimination, SUNY Delhi:

- conducts affirmative action searches to fill vacant full-time positions for faculty, professional and executive staff, and follows New York State Civil Service Law for all classified appointments;
- broadly advertises vacant full-time positions among populations that are underrepresented to increase the likelihood that women and people of color are included in the applicant pool;
- ensures that all job advertisements indicate that SUNY Delhi is an affirmative action, equal opportunity employer;
- provides each search committee for any full-time administrative, professional or faculty vacancy an orientation to the College's affirmative action, equal employment opportunity, and nondiscrimination policies and procedures at the beginning of the search process;
- monitors the search process to ensure that affirmative action procedures are being followed;
- provides reasonable accommodation for persons with disabling conditions;

- prohibits sexual harassment and discrimination and provides a confidential procedure for filing allegations of sexual harassment and discrimination;
- provides a complaint and grievance procedure for students and employees about which these groups are fully informed;
- provides periodic training on equal employment and affirmative action issues to employees;
- provides equal opportunity for professional development and promotion to all employees;
- formulates and administers employee benefits without discrimination.

B. Complaint Procedure for Review of Allegations of Unlawful Discrimination/Harassment

Summary

The State University of New York (University), in its continuing effort to seek equity in education and employment and in support of federal and state anti-discrimination legislation, has adopted a complaint procedure for the prompt and equitable investigation and resolution of allegations of unlawful discrimination on the basis of race, color, national origin, religion, age, sex, sexual orientation, disability, veteran status or marital status. Harassment is one form of unlawful discrimination on the basis of the above protected categories. Conduct that may constitute harassment is described in the Definitions section.

This procedure may be used by any student or employee of a state-operated campus of the University. Employee grievance procedures established through negotiated contracts, academic grievance review committees, student disciplinary grievance boards and any other procedures defined by contract will continue to operate as before. Furthermore, this procedure does not in any way deprive a complainant of the right to file with outside enforcement agencies, such as the New York State Division of Human Rights, the Equal Employment Opportunity Commission, the Office for Civil Rights of the United States Department of Education and the Office of Federal Contract Compliance of the United States Department of Labor. However, after filing with one of these outside enforcement agencies, or upon the initiation of litigation, the complaint will be referred to University's office of University counsel for review. Contact information for these agencies is listed in the Other Related Information section below. More detailed information may be obtained from the campus affirmative action officer.

This procedure provides a mechanism through which the University may identify, respond to, and prevent incidents of illegal discrimination. The University recognizes and accepts its responsibility in this regard and believes that the establishment of this internal, non-adversarial grievance process will benefit student, faculty, staff, and administration, permitting investigation and resolution of problems without resorting to the frequently expensive and time-consuming procedures of state and federal enforcement agencies or courts.

All campuses must use this procedure unless the campus has made application for an exception. Requests for an exception, along with a copy of the requesting campus's discrimination complaint procedure must be filed with the office of the University counsel. The request for an exception will be acted upon by the office of University counsel after a review of the campus's complaint procedure. The affirmative action officer on each University campus shall receive any complaint of alleged discrimination, assist the complainant in the use of the complaint form, and provide the complainant with

information about various internal and external mechanisms through which the complaint may be filed, including applicable time limits for filing with each agency.

The complainant is not required to pursue the University internal procedures before filing a complaint with a state or federal agency. In addition, if the complainant chooses to pursue the University internal procedure, the complainant is free to file a complaint with the appropriate state or federal agency at any point during the process. Upon filing with an external agency, however, the University internal complaint procedure will be terminated and the matter referred to the office of University counsel for review, defense, or if deemed appropriate by counsel, involvement in mediation, conciliation or settlement with the external agency where the complaint was filed, or such other actions as may be in the interests of the University.

During any portion of the procedures detailed hereafter, the parties shall not employ audio or video taping devices.

Process

PART A: Informal Resolution

1. The affirmative action officer, on an informal basis may receive initial inquiries, reports and requests for consultation and counseling. Assistance will be available whether or not a formal complaint is contemplated or even possible. It is the responsibility of the affirmative action officer to respond to all such inquiries, reports and requests as promptly as possible and in a manner appropriate to the particular circumstances.

Although in rare instances verbal complaints may be acted upon, the procedures set forth here rest upon the submission of a written complaint that will enable there to be a full and fair investigation of the facts.

IT IS THE COMPLAINANT'S RESPONSIBILITY TO BE CERTAIN THAT ANY COMPLAINT IS FILED WITHIN THE 90 DAY PERIOD THAT IS APPLICABLE UNDER THIS PARAGRAPH.

2. Complaints or concerns that are reported to an administrator, manager or supervisor concerning an act of discrimination or harassment shall be immediately referred to the affirmative action officer. Complaints may also be made directly to the affirmative action officer.

3. Employees must file a written complaint with the affirmative action officer within 90 calendar days following the alleged discriminatory act or the date on which the complainant first knew or reasonably should have known of such act. All such complaints must be submitted on the forms provided by the University (see Forms below). The Charge of Discrimination form will be used for both the initiation of complaints under the informal procedure and the conversion of the complaint to the formal procedure. Students must file a complaint within 90 calendar days following the alleged discriminatory act or 90 calendar days after a final grade is received, for the semester during which the discriminatory acts occurred, if that date is later.

4. The complaint shall contain:

- a. The name, local and permanent address(es), and telephone number(s) of the complainant.
 - b. A statement of facts explaining what happened and what the complainant believes constituted the unlawful discriminatory acts in sufficient detail to give each Respondent reasonable notice of what is claimed against him/her. The statement should include the date, approximate time and place where the alleged acts of unlawful discrimination or harassment occurred. If the acts occurred on more than one date, the statement should also include the last date on which the acts occurred as well as detailed information about the prior acts. The names of any potential witnesses should be provided.
 - c. The name(s), address(es) and telephone number(s) of the respondent(s), i.e., the person(s) claimed to have committed the act(s) of unlawful discrimination.
 - d. Identification of the status of the persons charged whether faculty, staff, or student.
 - e. A statement indicating whether or not the complainant has filed or reported information concerning the incidents referred to in the complaint with a non-campus official or agency, under any other complaint or complaint procedure. If an external complaint has been filed, the statement should indicate the name of the department or agency with which the information was filed and its address.
 - f. Such other or supplemental information as may be requested.
5. If the complainant brings a complaint beyond the period in which the complaint may be addressed under these procedures, the affirmative action officer may terminate any further processing of the complaint, refer the complaint to University counsel or direct the complainant to an alternative forum (Appendix A).
6. If a complainant elects to have the matter dealt with in an informal manner, the affirmative action officer will attempt to reasonably resolve the problem to the mutual satisfaction of the parties.
7. In seeking an informal resolution, the affirmative action officer shall attempt to review all relevant information, interview pertinent witnesses, and bring together the complainant and the respondent, if desirable. If a resolution satisfactory to both the complainant and the respondent is reached within 24 calendar days from the filing of the complaint, through the efforts of the affirmative action officer, the officer shall close the case, sending a written notice to that effect to the complainant and respondent. The written notice, a copy of which shall be attached to the original complaint form in the officer's file, shall contain the terms of any agreement reached by complainant and respondent, and shall be signed and dated by the complainant, the respondent and the affirmative action officer. (See Forms for the Memorandum: Status - Resolved form).
8. If the affirmative action officer is unable to resolve the complaint to the mutual satisfaction of the complainant and respondent within 24 calendar days from the filing of the complaint, the officer shall so notify the complainant. The affirmative action officer shall again advise the complainant of his or her right to proceed to the next step internally and/or the right to separately file with appropriate external enforcement agencies.
- The time limitations set forth above in paragraphs 7 and 8, may be extended by mutual

agreement of the complainant and respondent with the approval of the affirmative action officer. Such extension shall be confirmed in writing by the complainant and respondent.

9. At any time, subsequent to the filing of the Charge of Discrimination form, under Part A, the complainant may elect to proceed as specified in Part B of this document and forego the informal resolution procedure.

PART B: The Formal Complaint Procedure

1. The formal complaint proceeding is commenced by the filing of a complaint form as described in Part A(4). The 90 day time limit also applies to the filing of a formal complaint.

2. If the complainant first pursued the informal process and subsequently wishes to pursue a formal complaint, he/she may do so by checking the appropriate box, and signing and dating the complaint form.

3. The complaint, together with a statement, if applicable, from the affirmative action officer indicating that informal resolution was not possible, shall be forwarded to the chairperson of the campus affirmative action committee within 10 calendar days from the filing of the formal complaint.

4. If an informal resolution was not pursued, the affirmative action officer shall forward the complaint to the chairperson of the campus affirmative action committee within 10 calendar days from the filing of the complaint.

5. Upon receipt of a complaint, the affirmative action officer will provide an initialed, signed, date-stamped copy of the complaint to the Complainant. As soon as reasonably possible after the date of filing of the complaint, the affirmative action officer will mail a notice of complaint and a copy of the complaint to the Respondent(s). Alternatively, such notice with a copy of the complaint may be given by personal delivery, provided such delivery is made by the affirmative action officer (or designee) and, that proper proof of such delivery, including the date, time and place where such delivery occurred is entered in the records maintained by or for the affirmative action officer.

6. Within 10 calendar days of receipt of the complaint, the chairperson of the campus affirmative action committee shall send notification to the Complainant, the Respondent and the campus president that a review of the matter shall take place by a tripartite panel to be selected by the Complainant and the Respondent from a pre-selected pool of eligible participants (Appendix B).

7. The tripartite panel shall consist of one member of the pre-selected pool chosen by the complainant, one member chosen by the respondent and a third chosen by the other two designees. The panel members shall choose a chair among themselves. Selection must be completed and written notification of designees submitted to the chairperson of the campus affirmative action committee no later than 10 calendar days after the complainant, the respondent and the campus president received notice under paragraph six above.

If the President is the Respondent, then the third member of the panel shall be selected by the chancellor or designee in system administration.

8. In the event that the procedural requirements governing the selection of the tripartite panel are not completed within 10 calendar days after notification, the chairperson of the campus affirmative action committee shall complete the selection process.

9. The tripartite panel shall review all relevant information, interview pertinent witnesses and, at their discretion, hear testimony from and bring together the complainant and the respondent, if desirable. Both the complainant and the respondent(s) shall be entitled to submit written statements or other relevant and material evidence and to provide rebuttal to the written record compiled by the tripartite panel.

10. Within 48 calendar days from the completion of selection of the panel, the chairperson of the tripartite panel shall submit a summary of its findings and the panel's recommendation(s) for further action, on a form to be provided by the affirmative action officer, to the president. If the president is the respondent, the findings and recommendation shall be submitted to the chancellor or his designee. When the panel transmits the summary of its Findings and the panel's recommendations to the President, the panel will also send, concurrently, copies of both the summary of its findings and recommendation(s) to the Complainant, Respondent and the Affirmative Action Officer.

11. Within 24 calendar days of receipt of the written summary, the president or designee shall issue a written statement to the complainant and respondent, indicating what action the president proposes to take. The action proposed by the president or designee, may consist of:

- a. A determination that the complaint was not substantiated.
- b. A determination that the complaint was substantiated.
 - i. For employees (including student employees) not in a collective bargaining unit: The president may take such administrative action as he/she deems appropriate under his/her authority as the chief administrative officer of the college, including but not limited to termination, demotion, reassignment, suspension, reprimand, or training.
 - ii. For students: The president may determine that sufficient information exists to refer the matter to the student judiciary or other appropriate disciplinary panel for review and appropriate action under the appropriate student conduct code.
 - iii. For employees in collective bargaining units: The president may determine that sufficient information exists to refer the matter to his/her designee for investigation and disciplinary action or other action as may be appropriate under the applicable collective bargaining agreement.

The action of the president shall be final.

If the president is the respondent, the chancellor or his designee shall issue a written statement indicating what action the chancellor proposes to take. The chancellor's decision shall be final for purposes of this discrimination procedure.

12. No later than 10 calendar days following issuance of the statement by the president or the chancellor, as the case may be, the affirmative action officer shall issue a letter to the complainant and to the respondent(s) advising them that the matter, for purposes of this discrimination procedure, is closed.

The time limitations set forth above in paragraphs 6, 7, 8, 10, 11, and 12, may be extended by mutual agreement of the complainant and respondent with the approval of the panel. Such extension shall be confirmed in writing.

13. If the complainant is dissatisfied with the president's or chancellor's decision, the complainant may elect to file a complaint with one or more state and federal agencies. The campus affirmative action officer will provide general information on state and federal guidelines and laws, as well as names and addresses of various enforcement agencies (Appendix A).

Definitions

Harassment on the Basis of Protected Characteristic(s) other than Sex/Gender – harassment based on race, color, age, religion, national origin, disability, sexual orientation or other protected characteristics is oral, written, graphic or physical conduct relating to an individual's protected characteristics that is sufficiently severe, pervasive, or persistent so as to interfere with or limit the ability of an individual to participate in or benefit from the educational institution's programs or activities.

Sexual Harassment in the Educational Setting – unwelcome conduct of a sexual nature. Sexual harassment can include unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature. Sexual harassment of a student denies or limits, on the basis of sex, the student's ability to participate in or to receive benefits, services, or opportunities in the educational institution's program.

Sexual Harassment in the Employment Setting – unwelcome sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature when any of the following occurs:

- Submission to such conduct is made a term or condition of an individual's continued employment, promotion, or other condition of employment.
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting an employee or job applicant.
- Such conduct is intended to interfere, or results in interference, with an employee's work performance, or creates an intimidating, hostile, or offensive work environment.

Appendices

[Appendix A](#) - External Enforcement Agencies

[Appendix B](#) - Selection and Training of Panel and Tripartite Hearing Committee

C. American with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973

SUNY Delhi complies with the American with Disabilities Act of 1990 and with Section 504 of the Rehabilitation Act of 1973. No otherwise qualified individual with a disability will be excluded from participation in, be denied benefits of, or be subjected to discrimination in any activity of the College solely by reason of his or her disability.

A qualified person with a disability who meets the academic and technical standards for a position of employment with SUNY Delhi program will be provided with reasonable accommodations to perform the duties of the job.

Requests for accommodation are considered on an individual basis and should be made to the Office of Human Resources, 103 Bush Hall, SUNY Delhi, Delhi, NY 13753.

A qualified person with a disability who meets the academic and technical standards to enroll in and participate in an SUNY Delhi program will be provided an equal opportunity to obtain a degree in the most integrated setting appropriate to that person's needs. SUNY Delhi will make reasonable accommodations to meet the needs of students with disabling conditions. Reasonable accommodations do not include academic adjustments that would fundamentally alter the nature, essential requirements, or academic standards of the program. Each student's needs are considered on an individual basis. Students with disabling conditions should discuss their needs with their advisor or with the Coordinator of Services for Students with Disabilities, Linda Weinberg, Resnick Learning Center, 220 Bush Hall, SUNY Delhi, Delhi, NY 13753.

D. Sexual Harassment

SUNY Delhi is committed to ensuring an environment for all employees and students that is fair, humane and respectful. We strive to create an environment that supports and rewards student and employee performance on the basis of ability and effort. Sexual harassment is an unlawful employment practice under Section 703 of Title VII of the Civil Rights Act of 1964, as amended. The Federal Equal Employment Opportunity Commission has defined sexual harassment as: "Unwelcome sexual advances, requests for favors and other verbal and physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment." In an educational institution, the prohibitions against sexual harassment should be interpreted to apply to employees and, also, to students. A beneficial relationship between students and faculty seeks the establishment of trust, aims to increase knowledge and insight, and also to strengthen and encourage students in productive, independent functioning. In no way, therefore, should students be subjected to sexual behavior that, either explicitly or implicitly, is a term or condition of academic decisions affecting them. SUNY Delhi prohibits such conduct. Thus, it is an official College policy that sexual harassment of either employees or students is not tolerated. The College accepts the proposition that sexual harassment, like any civil rights violation, generates a harmful atmosphere. The College acts positively to investigate alleged sexual harassment and to affect a remedy when an allegation is substantiated. The State University of New York has a discrimination grievance procedure that is available for use by any employee, student, or candidate

for employment who feels that he or she has been a victim of sexual harassment or other unlawful discrimination. SUNY Delhi accepts and employs this procedure. Persons wishing to discuss an incident and inquire about this procedure may contact Affirmative Action Officer Bonnie Martin or the appropriate dean, cabinet level employee or program director. All inquiries are handled with confidentiality and addressed promptly.

D. Gender Anti-Discrimination Guidelines

SUNY Delhi's employment and personnel policies and practices are designed and implemented to ensure that there is no discrimination in hiring or other employment practices against male or female employees, applicants or students. In accordance with federal Department of Labor regulations, 41 CFR Part 60-20, the practices or policies listed below are implemented.

- Recruitment for all jobs is open to members of both genders unless gender is a bona fide occupational qualification for a particular job.
- Advertisements and notices of job openings do not express or imply a gender preference.
- Personnel policies state that there will be no discrimination against employees or applicants on the basis of gender.
- Employees of both genders have an equal opportunity to be considered for any promotional opportunities, unless gender is a bona fide occupational qualification.
- The College does not make gender distinctions in its decisions regarding any employment opportunity, wages, hours, retirement ages, training opportunities, or other terms and conditions of employment, including employee fringe benefits.
- No unfair distinctions are made between married and unmarried persons on the basis of gender.
- Appropriate and essentially equal facilities are made available for both genders.
- Maternity and other leaves are administered in a non-discriminatory manner without regard to gender, age, carrier status, citizenship status, color, disability, genetic predisposition, marital status, national or ethnic origin, prior arrest or conviction status, race, religion, Sabbath observance, sexual orientation, or veteran status, or other factors irrelevant to productive participation in the programs and activities of the College. Women disabled due to pregnancy, childbirth, or related medical conditions are treated the same as they would be with any other medical disability and receive benefits in accordance with the health and disability plans available through the State University of New York and SUNY Delhi.
- The College engages in aggressive affirmative action to recruit women by encouraging them to apply for all jobs but especially those jobs where women have been traditionally excluded or underrepresented.
- Under the Family Medical Leave Act (FMLA), leave for the purpose of caring for a newborn infant or for the adoption placement or foster care placement of a child will be granted to employees of both genders.
- In accordance with Title IX of the Educational Amendments of 1972, as amended, it is the policy of SUNY Delhi that no person will, on the basis of gender, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any federally assisted program or activity at the College.

E. Religious and National Origin Anti-Discrimination Guidelines

In accordance with federal, state and local laws, SUNY Delhi does not discriminate against applicants or employees on the basis of religion, creed, or national origin in any of the terms and conditions of employment, including recruitment, selection, promotion, tenure, demotion, non-reappointment, compensation, training or termination. Further, SUNY Delhi complies with the authorization-to-work guidelines of the Immigration Reform and Control Act and verifies the employment status of all employees. Also, SUNY Delhi makes reasonable accommodations for the religious observances and practices of its employees, whenever such accommodations may be made without undue hardship to the College.

V. DESIGNATION OF RESPONSIBLE INDIVIDUALS

A. President

The President of the College, Dr. Candace S. Vancko, who assumed the presidency on August 19, 1999, is ultimately responsible for ensuring the College's compliance with all local, state, federal, and State University of New York laws, regulations, policies, and guidelines regarding affirmative action and equal employment opportunity. Specifically, President Vancko is responsible for:

- appointing and supervising the affirmative action officer;
- appointing an advisory Affirmative Action Committee to work with the president and the affirmative action officer as necessary;
- participating in the identification of problem areas and in the establishment of objectives, and timetables to achieve diversity in all employee groups;
- consulting periodically with the affirmative action officer regarding hiring and promotion practices to ensure the absence of impediments to the attainment of objectives and timetables for the College;
- providing leadership and support for the College's affirmative action efforts, as is necessary, to ensure that administrative leaders enforce the established recruitment, selection, and promotion procedures in their respective areas.

B. Affirmative Action Officer

Bonnie Martin, director of administrative services, is the College's affirmative action officer. She reports directly to the president of the College, is responsible for providing the leadership and administrative direction for the Affirmative Action Plan and for auditing its effectiveness. The affirmative action officer is responsible for coordinating the implementation of the College's Affirmative Action Plan and equal employment opportunity policies among the College's vice presidents, deans and program directors. Specifically, the duties of the affirmative action officer include:

- developing, overseeing the implementation of, and monitoring the College's total affirmative action, equal employment opportunity, and diversity programs in collaboration with the assistant vice president for human resources;
- providing information and consultation for vice presidents, deans and program directors, search committees, and other College officials regarding recruitment and search efforts, interviewing techniques, discrimination topics, and new laws, regulations and guidelines affecting the foregoing;

- monitoring the College's search activities by reviewing vacancy postings and advertisements;
- reviewing and approving search plans;
- calling attention to areas of underutilization at the outset of a search;
- meeting with and providing information to search committees throughout the search process as needed;
- reviewing recruitment documents, applicant logs and interview records;
- reviewing and approving employment selections;
- providing information regarding complaint procedures for current faculty and staff and applicants for employment;
- conducting, coordinating, or supervising the investigations of complaints of discrimination and harassment;
- analyzing and disseminating affirmative action data for annual reports and for developing the College's Affirmative Action Plan;
- serving as liaison between the College and campus interest groups or community groups concerned with promoting employment opportunities for members of federal and state protected groups;
- serving as liaison between the College and the State University of New York and its Research Foundation affirmative action offices;
- monitoring the College's search activities and, as appropriate, calling attention to areas of underutilization at the outset of a search by alerting search committees and the president and maintaining broad oversight of searches until an offer is made;
- identifying needs and coordinating and conducting appropriate training to implement the College's affirmative action and equal employment opportunity programs.
- annually updating the College's Affirmative Action Plan.
- receiving complaints of discrimination or harassment; and conducting investigations and developing resolutions as appropriate.

C. Cabinet Members

The following members of the President's cabinet report directly to the president and are responsible for the implementation of the College's Affirmative Action Plan and equal employment opportunity policies within her/his appropriate areas:

Academic Programs and Services:	John Nader, Provost
Student Life:	Barbara Jones, Vice President
Business and Finance:	Brian Hutzley, Vice President
Enrollment Services:	Craig Wesley, Dean
College Advancement:	Joel Smith, Director
Administrative Services:	Bonnie Martin, Director

D. Office of Human Resources

The College's Office of Human Resources is responsible for:

- collection, maintenance and dissemination of appropriate data and records for all aspects of this plan;
- filing of annual utilization analyses and EEO-6 reports and VETS-100 reports;
- placement of all advertisements for job vacancies, ensuring they meet affirmative action standards;

- maintaining official records of all searches.

E. Affirmative Action Committee

The Affirmative Action Committee of SUNY Delhi is appointed by and serves the president in an advisory capacity. Chaired by the affirmative action officer, the committee:

- serves as the pool from which members of the tripartite panel investigating discrimination and harassment cases are chosen.
- reviews College policy and procedures as charged and makes recommendations to the president regarding suggestions and changes.

VI. SEARCH GUIDELINES

A. Guidelines for Recruitment of Academic and Professional Staff

Most search committees will enter the process after advertising has taken place and an applicant pool has been developed. If your committee's charge includes developing a position description and an advertising strategy, please see the complete guidelines for search committees document on the web at www.delhi.edu.

Although it does not happen often, searches fail for a number of reasons. While many of these reasons are not within the committee's control, it is important to make sure that the committee presents a positive picture of the job and of the campus. Committees will also want to act relatively quickly. When searches are unreasonably delayed, good candidates are often lost to other institutions.

Step 1 (getting started)

Attendees: Search committee members, appointing authority (supervisor of this position), human resources/affirmative action representative

Tasks:

- Receive charge from appointing authority.
- Receive an orientation from human resources/affirmative action including affirmative action guidelines and salary range.
- Determine search timetable, complete timetable outline and provide copies to appointing authority and human resources/affirmative action.
- Select a chair, if one has not been appointed.
- Determine applicant rating methods.

After the meeting:

1. Committee members review resumes in accordance with the rating system agreed upon.

Search committee members will receive instructions via email for reviewing applicant materials using Interview Exchange software. The software can be accessed through the Delhi Logins page. Please contact Human Resources with any questions.

Step 2 (determining semi-finalists):

Tasks:

- Review ratings, discuss candidates, agree on semi-finalists for telephone interviews (in some instances, committees will conclude at this stage that the pool of applicants is inadequate. Should this occur, please contact the appointing authority and the human resources office before proceeding).
- Determine questions to be asked during telephone interviews.
- Decide who will ask each question.
- Determine location and times for telephone interviews.
- Decide how candidates will be rated during/after telephone interviews.
- Determine if there are applicants who have been eliminated and notified (if so, contact the human resources office).
- Decide whether further applications will be accepted (if no, contact the human resources office).
- Agree who will contact candidates for telephone interviews (usually the chair).

After the meeting:

- Contact candidates to arrange telephone interviews. It may be wise to mention the salary range when scheduling telephone interviews to avoid wasting time with candidates who may not be interested in a position at that salary.
- Advise human resources if any applicants should receive "no thank you" letters and whether further applications should be accepted.
- Notify appointing authority as to progress.

Step 3 (telephone interviews):

Some committees may elect to do all phone interviews at one time. Others may spread them over two or more meetings.

Conduct telephone interviews:

During telephone interviews:

- All candidates should be asked a standard set of questions.
- Candidates should be given an estimated salary range for the position (if that has not already occurred)
- Allow time to permit candidates to ask questions of the committee.
- Avoid illegal questions
- Ask candidates if they are still interested in the position.

Determine Semi-finalists:

Some committees will elect to have a separate meeting to determine semi-finalists; others will do so immediately following telephone interviews.

- Rate applicants after phone interviews and select finalists for on campus visits.
- Determine if there are applicants who have been eliminated and notified (if so, contact the human resources office).
- Decide whether further applications will be accepted (if no, contact the human resources office).

Plan On-Campus Interviews:

- Dates (it is recommended that committees come up with more acceptable

- Candidates' arrival time and departure. Airport pickup? Will candidates need overnight accommodations?
- Candidate meals
- Interview questions – what will you ask and who will ask?
- Reference checks – will you do these now, after the on-campus interviews or both?
- Decide how you will rate candidates during/after interviews.
- Interview schedule. Please be sure to include:
 - Visit to Human Resources (about 30 minutes for travel reimbursement and benefits orientation).
 - Meeting with appointing authority (supervisor of this position).
 - Meeting time for other constituents, i.e. direct reports, students, department/division members, campus community, etc. (also discuss how the committee will receive feedback from these constituents).
 - A campus tour.
 - Time for the candidate to meet with the search committee.
 - For faculty, you may want to include time for the candidate to deliver a lecture and plan an audience for that lecture.

After the meeting:

- Contact campus parties to be involved in interviews (i.e. appointing authority, HR, etc.) to ascertain availability.
- Contact candidates to schedule interviews.
- Inform candidates of our reimbursement maximums (\$600 for out-of-State candidates, \$100 for in-State candidates, no reimbursement for those traveling less than 50 miles round trip. If a candidate is offered the job and declines, reimbursement will be only 50% of what it would otherwise have been).
- Make arrangements for space for interviews.
- Arrange refreshments, overnight accommodations, meals, etc. if applicable
- Inform Human Resources about status of remaining candidates (send "no thank you letter or hold in reserve?)

Step 4 (on-campus interviews)

During interviews, please:

- Remember that candidates are also interviewing us.
- Be candid but positive.
- Don't violate the law by asking illegal questions.

Step 5 (Final Recommendations)

- Review interviews, discuss candidates and determine recommendations.
- Check references if you have not already done so.
- Make recommendations to appointing authority (copy to HR), following the format agreed to at the first search committee meeting.
- Decide who will contact candidates who were not selected (it is

After the meeting:

Once an offer has been made and accepted, call the finalists who were not selected.

Guidelines for Supervisors

The following are the steps typically followed by supervisors in filling vacant faculty and professional staff positions:

1. Perform position analysis. Update job description and determine appropriate title and classification (in conjunction with HR).
2. Complete a "Request to Fill" form.
3. Work with HR to determine best advertising methods and time period for applications.
4. Select search committee (3 to 6 is usually a good number). Committees should generally include representatives from both within and outside of the department.
5. Select a search chair (if desired). You may also ask the committee to elect a chair at their first meeting.
6. Convene first meeting of search committee. Include members of the committee, yourself, human resources/affirmative action. Your supervisor (President, Provost, Dean, etc.) may also want to attend.
7. Charge the committee. Consider a written charge upon which you elaborate at the meeting. Include:
 - Information beyond the job description
 - How recommendations should be made by the committee (ranked order, all acceptable candidates, top 3, etc.)
 - Your role (meet with finalists, take finalists to lunch, sit with committee, etc.)
 - Desired starting date for new incumbent.
8. Work with the committee to establish a timetable for the search during the first meeting.
9. Throughout the search, it is important that you stay in touch with the committee chair. To keep the search on track, check with the chair on dates established in their timetable to ensure that milestones have been reached.
10. When recommendations are received from the search committee, ensure that candidate references have been checked. You may want to check additional references.
11. Make job offer or recommend candidate to the individual authorized to make the offer.
12. Oversee the preparation of an offer letter. Ensure that terms are what has been agreed to and that up-to-date job description is included.
13. Extend your thanks to the search committee.

DIRECTLY REVELATORY INQUIRIES

The law expressly prohibits employers from asking certain questions either in an application form or in a personal interview before selecting an employee, where such inquiries express, directly or indirectly, any limitation, specification or discrimination as to age, race, creed, color or national origin, sexual orientation, sex, disability, genetic predisposition or carrier status, or marital status, or any intent to make any such limitation, specification or discrimination, unless based upon a bona fide occupational qualification.

The following are examples of different types of inquiries that are recommended or not recommended:

SUBJECT	RECOMMENDED	NOT RECOMMENDED
Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your date of birth? What are the ages of your children, if any?
Arrest Record	Have you ever been convicted of a criminal offense?	Have you ever been arrested?
Disability	None	Do you have a disability? Have you ever been treated for any of the following diseases. . .? Do you have now, or have you ever had, a drug or alcohol problem?
Birth Control	None	Inquiry as to capacity to reproduce, advocacy of any form of birth control or family planning.
Marital Status	None	Do you wish to be addressed as Miss? Mrs.? Ms.? Are you married? Single? Divorced? Separated? Name or other information about spouse.
Race or Color	None	Complexion or color of applicant's skin, eyes, hair, and so forth.
Religion or Creed	None	Inquiry into applicant's religious denomination, religious affiliations,

		parish or church, religious holidays observed.
Sex	None	Inquiry as to gender.
Genetic Predisposition or Carrier Status	None	Do you have any genetic predisposition to disease? Do any diseases run in your family? Inquiries as to the health status of parents or other family members.
National Origin	None	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
Sexual Orientation	None	Questions concerning the applicant's heterosexuality, homosexuality, bisexuality, or asexuality, whether actual or perceived

INDIRECTLY REVELATORY INQUIRIES

It is unlawful to ask questions the answers to which will indirectly reveal information as to race, creed, color, national origin, sexual orientation, sex, marital status, disability, genetic predisposition or carrier status, age or arrest record in cases where such inquiry expresses, directly or indirectly, any limitation, specification or discrimination, unless based upon a bona fide occupational qualification.

The following are recommendations on inquiries which may be considered indirectly revelatory of race, creed, color, national origin, sexual orientation, sex, marital status, disability, or age:

SUBJECT	RECOMMENDED	NOT RECOMMENDED
Address or Duration of Residence	Applicant's place of residence How long a resident of this state or city?	How long have you lived in this country? In what country did you live before?
Birthday	None	Requirements that applicant submit birth certificate, naturalization or other record showing age. Requirement that applicant produce proof of age in form of birth certificate or other record.
Birthplace	None	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.

Citizenship	<p>Are you a citizen of the United States?</p> <p>If not a citizen of the United States, do you intend to become a citizen of the United States? If you are not a United States citizen, have you the legal right to remain permanently in the United States? Do you intend to remain permanently in the United States?</p>	<p>Of what country are you a citizen?</p> <p>Inquiries as to whether an applicant or an applicant's parents or spouse are naturalized or native-born citizens;</p> <p>Requirements that applicant produce naturalization papers.</p>
Driver's License	Do you possess a valid NYS driver's license (if a driver's a driver's license is necessary for the position the applicant is seeking)?	Requirement that applicant produce license prior to offer of employment.
Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	Year(s) of attendance; Date(s) of graduation.
Language	If the duties of the position applicant is seeking require fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
Military Experience	<p>Inquiry into applicant's military experience in the Armed Forces of the United States or State Militia.</p> <p>Inquiry into applicant's service in a particular branch of the United States Army, Navy, etc.</p>	Inquiry into applicant's military experience other than in the Armed Forces of the United States or in a State Militia.
Name	<p>Have you ever worked for this company under a different name?</p> <p>Is additional information relative to change of name, use of an assumed name or nickname necessary to enable check on your work records? If yes, explain.</p>	Inquiries as to original names of an applicant whose name has been changed by court order or otherwise. Inquiries as to the birth name of a married woman. If you have ever worked under another name, state name and dates.
Notice in Case Of Emergency	None	Requirements that applicant provide name and address of relative to be notified in case of an accident or emergency.
Organizations	Inquiry into applicant's membership in organizations which the applicant	Requirement that applicant list all clubs, societies, and lodges to

	considers relevant to his or her ability to perform the job.	which applicant belongs.
Photograph	None	Requirement or option that applicant affix a photograph to employment form at any time before hiring.
Relatives	Inquire as to names of applicant's relatives already employed by the company.	Inquire as to names, addresses and ages of applicant's spouse, children or relatives not employed by the company.

Applicant Rating Methods

One of the simplest methods of rating applicants has proven to be very successful at SUNY Delhi. The members of the search committee each review candidate materials and assign each applicant a rating of "yes" (we should definitely interview this person), "maybe" (I am unsure about this candidate) or "no" (I have no further interest in this candidate), based upon previously agreed upon criteria.

Points are then assigned to the ratings as follows:

- "yes" = 3 points
- "maybe" = 2 points
- "no" = 1 point

Ratings by all of the members of the committee are tallied and those with the highest scores become semi-finalists and are granted telephone interviews. This method is also very effective in deciding upon finalists for on-campus interviews after telephone interviews have taken place.

Where committee members have given the same applicant widely divergent ratings, it is important to discuss those candidates before making final decisions. When reviewing a large number of resumes, it is easy to overlook information (either positive or negative).

To assist in developing ratings, committees may want to list the qualifications (from both the job description and the charge from the appointing authority) and develop a series of questions that committee members should ask themselves when reviewing resumes.

B. Guidelines for Recruitment of Classified Staff

No position will be filled without either a properly executed [Request to Fill form](#) or [temporary service fund](#) allocation signed by the appropriate member of the President's cabinet, the Vice President for Business and Finance and the President.

Positions in the Competitive Class

Selection for these positions will be made according to regulations established by the New York State Department of Civil Service. The appropriate competitive list shall be canvassed and selection will be made among the three highest ranking eligibles expressing interest in and availability for the position and those eligible for transfer to the position. The procedures outlined below for Positions in the Exempt, Labor and Non-Competitive Classes will also be followed, where appropriate.

Positions in the Exempt, Labor and Non-Competitive Classes

- a. A vacancy announcement will be posted for at least the minimum number of days required by negotiated agreement, except in cases where a waiver of posting has been granted by the local bargaining unit.
- b. Functional supervisors will assure that all persons receive adequate, impartial and open appraisal.
- c. Applicant interviews should be arranged, whenever possible, so that appropriate staff may have an opportunity to meet with the candidates.
- d. Upon completion of interviews, all applications will be forwarded to the Human Resources Office. Dates of interviews will be indicated on the applications. Records of communications with applicants will be included in the Human Resources Office folders. The supervisor responsible for making an appointment will submit a memorandum to the Human Resources Office indicating the names of all individuals interviewed, the name of the successful candidate and the proposed starting date. This memorandum must also include gender and ethnicity of the candidates interviewed for Affirmative Action reporting.
- e. The Human Resources Office will notify all applicants who were not selected that the position for which they applied has been filled.

FILLING OF TEMPORARY POSITIONS

As defined and permitted by contractual agreement with individual bargaining units, temporary positions (in most cases, those lasting less than six months) may be filled without meeting all of the requirements outlined above. Supervisors should check with the Human Resources Office.

VII. DISSEMINATION OF POLICY AND PROCEDURES

A. Internal Dissemination

A statement of the College's commitment to affirmative action and equal opportunity policy is in the faculty and professional employee handbooks, in new employee orientation material, in the College catalog and on the College's web site. A copy of the Affirmative Action Plan is placed in key administrative offices. The College ensures that its executive and managerial staff is kept abreast of relevant policy and procedural changes, and their respective responsibilities with regard to them. Non-discrimination clauses will be set forth in all purchase orders and contracts with entities with whom the College does business.

B. External Dissemination

The policy is stated in publications distributed to the general public, the AA/EEO employer tagline is used on SUNY Delhi employment announcements. Sub-contractors, vendors and suppliers are expected to comply with non-discrimination laws and receive information about the College's Affirmative Action Plan and its policies.

VIII. AVAILABILITY AND UTILIZATION ANALYSIS WITH GOALS AND TIMETABLES

A. Workforce Analysis

Information pertaining to the availability of candidates for positions in the categories identified below was obtained from the following sources:

- 2000 United Census data for appropriate recruitment areas;
- National Center for Education Statistics, 2008 data tables for post-secondary institutions
- Campus recruitment records and data

Consistent with the format recommended by the Equal Opportunity Commission, data is tabulated based on EEO6 job group categories as follows:

Category	Title
1A	Executive
1B	Managerial
IIA	Liberal Arts and Sciences
IIB	Applied Science and Recreation
IIC	Technology
IID	Business and Hospitality
IIE	Nursing
IIF	Vet Tech
IIG	Library Faculty
III	Professional Non-Faculty
IV	Secretarial and Clerical
V	Para-professional
VI	Skilled Crafts
VII	Security Services
VIII	Maintenance

This plan organizes SUNY Delhi employees by EEO categories to allow comparisons to be made between general availability in the workforce the composition of the College's current workforce to determine possible underutilization. The objective of these analyses is to determine whether underutilization of protected class members (minorities and women) exists within the SUNY Delhi workforce. Underutilization occurs when an organization has fewer minorities and women in a particular job group than would reasonably be expected based on their availability in the recruitment area from which such employees are drawn.

To arrive at conclusions as to possible underutilization of minorities or women in the workforce, availability analyses are made separately for minorities and women. Factors include their population in the labor area, the percentage of such workers in the total workforce, the availability of such individuals with the requisite skills in the labor area and in the area in which the employer can reasonably recruit, and the availability of promotable and transferable women and minorities within the organization. Factor

weights are then assigned in accordance with the frequency with which SUNY Delhi hires from the various labor areas. The final resulting percentage permits a comparison to be made between the availability of such individuals in the workforce generally and employees already on the SUNY Delhi staff to determine possible underutilization.

Recruitment for SUNY Delhi positions is generally from the following sources:

- National searches – the US as a whole
- Regional searches – Delaware and surrounding counties
- New York State – as reflected by Civil Service certification of eligibles

These sources are generally utilized as follows:

Category	Title	Recruiting Area
1A	Executive	National
1B	Managerial	National
IIA	Liberal Arts and Sciences	National
IIB	Applied Science and Recreation	National
IIC	Technology	National/Regional
IID	Business and Hospitality	National
IIE	Nursing	National/Regional
IIF	Vet Tech	National
IIG	Library Faculty	National
III	Professional Non-Faculty	National
IV	Secretarial and Clerical	NYS – Civil Service Lists
V	Para-professional	Regional
VI	Skilled Crafts	Regional
VII	Security Services	NYS – Civil Service Lists
VIII	Maintenance	Regional

B. Findings of Utilization Analysis

I. Executive/Administrative/Managerial

1A: Executive

This category includes the College President and senior staff who service on the President's cabinet: Provost, Vice Presidents for Student Life and Business and Finance, Dean of Enrollment Services and Directors of College Advancement and Administrative Services.

Of those currently serving in these positions, 43% (3) are women and none are minorities. Analysis demonstrates that the availability of women is 31.5% and the availability of minorities is 9.1%. There is no underutilization in this category.

1B: Managerial

This category includes deans, directors and heads of major campus functions.

Among those currently serving in these titles, six (30%) are women and two (10%) are member of a minority group. Analysis demonstrates that the availability of women is 15.5% and minority availability is 12.16%. There is no underutilization in this category.

II: Faculty

IIA: Liberal Arts and Sciences Division

A total of 53% (16) of the Liberal Arts and Sciences faculty are women. Minorities (4) total 13%. Availability of women is 44.3% and availability of minorities is 17.7%. There is an underutilization of minorities and a goal to hire at least one member of a minority group is established.

IIB: Applied Sciences and Recreation Division

Women (3) comprise 30% of the Applied Science and Recreation staff and there are no minorities. Availability is 22.3% for women and 23.5% for minorities. There is an underutilization of minorities and a goal is established to hire two minority faculty members.

IIC: Technology Division

Minorities (3) comprise 9.4% of the Technology Division faculty and women (2) total 6%. Available women total 24.8 and available minorities total 6.5%. There is an underutilization of women and a goal is established to hire 5 women.

IID: Business and Hospitality Division

Women (9) comprise 35% and minorities (5) comprise 19% of the Business and Hospitality Division. Availability is determined to be 31.6% for women and 20.4% for minorities. There is no underutilization in this division.

IIE: Nursing Department

Women (10) comprise 100% of the Nursing Faculty and there are no minorities. Available minorities are 1.7% and available women are 92.1%. There is no underutilization in this area.

IIF: Veterinary Technology Department

The Veterinary Science Department is composed of 60% (6) women and no minorities. Availability is 39.5% women and 7.1% minorities. There is underutilization of minorities in this department and a goal is established to hire one minority.

IIG: Library Faculty

Library faculty are 50% (2) women and no (0) minorities. Availability is 84.6% women and 14.1% minorities. Women are underutilized and the campus goal is to hire one additional woman.

III: Professional Non-Faculty

Women (42) comprise 42% of this group and minorities (6) total 8%. Availability is 14.95% for minorities and 53.2% for women. There is underutilization in both areas and goals are established to hire 6 minorities and 10 women.

IV: Secretarial and Clerical

Women (44) comprise 94% of this staffing group and there are no minorities. This compares with availability of 85.9% for women and 1.8% for minorities. There is no underutilization in this area.

V: Paraprofessional

There are two women (50%) in this classification and no (0) minorities. Availability is 61.3% for women and 4.3% for minorities. There is no underutilization.

VI: Skilled Crafts

There are no women or minorities in this group. Availability in both categories is limited, 2.2% for women and 1.1% for minorities. There is no underutilization.

VII: Security Services

Minorities (1) comprise 10% of this group and there are no women. Availability is 15.2% for women and 27.6% for minorities. There is underutilization in both categories and goals are established for the recruitment of one woman and one additional minority group member.

VIII: Maintenance

Women (25) comprise 45% of this group and 7% (4) are minorities. Availability is 23.4% for women and 4.4% for minorities. There is no underutilization.

Chart deleted from web edition to protect faculty and staff privacy.

C: Recruitment Goals

State University of New York College of Technology at Delhi
Recruitment Goals 2010- 2015

		Delhi Women	Delhi Minorities	Available Women	Available Minorities	Goal
Category	Title					
1A	Executive	43%	0%	31.5%	9.1%	No goal
`	Managerial	30%	10%	15.15%	12.16%	No goal
IIA	Liberal Arts and Sciences	53%	13%	44.3%	17.7%	1 Minority
IIB	Applied Science and Recreation	30%	0%	22.4	23.5	2 Minorities
IIC	Technology	6%	9.4%	24.8	6.5	5 Women
IID	Business and Hospitality	35%	19%	31.6	20.6%	No goal
IIE	Nursing	100%	0%	92.1%	1.7%	No goal
IIF	Vet Tech	60%	0%	39.5%	7.6%	1 Minority
IIG	Library Faculty	50%	0%	82.6%	14%	1 Women
III	Professional Non-Faculty	42%	7%	53.2%	14.95%	7 Minorities 10 Women
IV	Secretarial and Clerical	94%	0%	85.9%	1.8%	No goal
V	Para-professional	50%	0%	61.3%	4.3%	No goal
VI	Skilled Crafts	0%	0%	2.2%	1.1%	No goal
VII	Security Services	0%	10%	15.2%	27.6%	1 Woman 1 Minority
VIII	Maintenance	45%	7%	23.4%	4.4%	No goal

IX. ACTION-ORIENTED PROGRAMS AND STRATEGIES

To reduce underutilization of protected classes, and promote its commitment to equal opportunity employment, the College will engage in a variety of affirmative action activities to include, but not be limited to:

- offering training for all employees in sexual harassment and discrimination prevention and the filing of complaints of harassment and discrimination;
- training administrators, search committee members and other interested employees in affirmative action policy, search procedures and equal employment opportunity law;
- identifying and employing alternative advertising sources for job postings that reach members of protected classes;
- supporting College presentations and educational opportunities related to diversity and affirmative action;
- encouraging involvement by faculty and staff in organizations and activities that promote cultural and ethnic diversity;

X. AFFIRMATIVE ACTION PROGRAM FOR PEOPLE WITH DISABILITIES, AND DISABLED AND VIETNAM ERA VETERANS

A. Introduction

SUNY Delhi recognizes its obligations as a federal contractor and subcontractor bound by the provisions of Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Act of 1974 (38 U.S.C. 4212) as amended, and the regulations promulgated pursuant thereof, to take affirmative action and to advance qualified special disabled veterans and veterans of the Vietnam Era at all levels of employment. The College's purpose in adopting the plan is to utilize qualified individuals with disabilities, Vietnam era and special disabled veterans to their full potential throughout the College.

B. Policy

It is the policy of SUNY Delhi to employ qualified individuals from the applicable labor market in all employment levels within the College, without regard to disability or veteran status and with due regard to job performance, experience and qualifications, except to the extent that a reasonable accommodation cannot be made to an individual's disability. In accordance with this policy, all personnel decisions regarding hiring, advancement and upgrading, demotion, transfer, recruitment, advertising, layoff or termination, rates of pay, or other forms of compensation, and selection for training or educational programs are made in a manner to further the principle of equal employment opportunity.

Appendix A: External Enforcement Agencies

New York State Division of Human Rights

State Headquarters

New York State Division of Human Rights
One Fordham Plaza
4th Floor
Bronx, New York 10458

Tel: (718) 741-8400

Fax: (718) 741-3214

Albany

New York State Division of Human Rights
Empire State Plaza
Corning Tower, 28th Floor
Albany, New York 12220

Tel: (518) 474-2705

Fax: (518) 473-3422

Binghamton

New York State Division of Human Rights
44 Hawley Street
Room 603
Binghamton, New York 13901

Tel: (607) 721-8467

Fax: (607) 721-8470

Brooklyn

New York State Division of Human Rights
55 Hanson Place
Room 304
Brooklyn, New York 11217

Tel: (718) 722-2856

Fax: (718) 722-2869

Buffalo

New York State Division of Human Rights
The Walter J. Mahoney State Office Building
65 Court Street
Suite 506
Buffalo, New York 14202

Tel: (716) 847-7632

Fax: (716) 847-7625

Manhattan

New York State Division of Human Rights
20 Exchange Place
2nd Floor
New York, New York 10005

Tel: (212) 480-2522

Fax: (212) 480-0143

New York State Division of Human Rights
Adam Clayton Powell State Office Building
163 West 124th Street
4th Floor
New York, New York 10027

Tel: (212) 961-8650

Fax: (212) 961-4425

Long Island

New York State Division of Human Rights
175 Fulton Avenue, Suite 404
Hempstead, New York 11550

Tel: (516) 538-1360

Fax: (516) 483-6589

New York State Division of Human Rights
State Office Building
250 Veterans Memorial Highway, Room 2B49
Hauppauge, New York 11788

Tel: (631) 952-6434
Fax: (631) 952-4920

Rochester

New York State Division of Human Rights
One Monroe Square
259 Monroe Avenue
3rd Floor
Rochester, New York 14607

Tel: (585) 238-8250
Fax: (585) 238-8259

Syracuse

New York State Division of Human Rights
333 E. Washington Street
Room 443
Syracuse, New York 13202

Tel: (315) 428-4633
Fax: (315) 428-4638

Peekskill

New York State Division of Human Rights
8 John Walsh Boulevard
Suite 204
Peekskill, New York 10566

Tel: (914) 788-8050
Fax: (914) 788-8059

Office of Sexual Harassment

New York State Division of Human Rights
Office of Sexual Harassment
55 Hanson Place, Suite 347
Brooklyn, New York 11217

Tel: (718) 722-2060
or 1-800-427-2773
Fax: (718) 722-4525

Office of AIDS Discrimination

New York State Division of Human Rights
Office of AIDS Discrimination
20 Exchange Place, 2nd Floor
New York, New York 10005

Tel: (212) 480-2522
Fax: (212) 480-0143

United States Department of Labor

Office of Federal Contract Compliance Programs

201 Varick Street
Room 750
New York, New York 10014

Tel: (212) 337-2006
Fax: (212) 620-7705

Buffalo District Office

6 Fountain Plaza
Suite 300
Buffalo, New York 14202-2199

Tel: (716) 551-5065
Fax: (716) 551-4035

New York District Office

26 Federal Plaza
Room 36-116
New York, New York 10278

Tel: (212) 264-7742
Fax: (212) 264-8166

New York State Department of Labor

State Campus
Building 12, Room 500
Albany, New York 12240

Tel: (518) 457-2746
Fax: (518) 457-6908

EEOC National Headquarters

1801 L. Street, N. W.
Washington, D. C. 20507

Tel: (202) 663-4900
Fax: (202) 663-4912

EEOC Field Office

6 Fountain Plaza
Suite 350
Buffalo, New York 14202

Tel: (716) 551-4441
Fax: (716) 551-4387

OCR National Headquarters

U. S. Department of Education
Office of Civil Rights
Customer Service Team
Mary E. Switzer Building
330 C. Street, S. W.
Washington, D. C. 20202

Tel: (800) 421-3481
Fax: (202) 205-9862

Office for Civil Rights

New York Office
75 Park Place
14th Floor
New York, New York 10007-2146

Tel: (212) 637-6466
Fax: (212) 264-3803

APPENDIX B: Selection and Training of Panel and Tripartite Hearing Committee**Panel**

The campus affirmative action committee has the responsibility for recommending to the President a panel of campus administrators, faculty, staff and students from which a tripartite hearing committee may be selected. The campus president annually appoints all affirmative action panel members. Training should occur prior to any specific complaints or cases and, preferably, at the beginning of the school year. Members of the affirmative action panel should become familiar with the internal grievance procedures, discrimination laws, and the law and the language of affirmative action. The panel should be assisted in a clear understanding of their responsibilities and rights, such as reviewing confidential material, concepts of burden of proof, confidentiality and responsibility for record keeping.

Tripartite Hearing Committee

The tripartite hearing committee is made up of persons selected from the affirmative action panel (the pool of individuals recommended by the affirmative action committee, approved by the president and trained in the campus internal grievance procedures). One person is selected by the Complainant; one person by the Respondent and the third member is selected by the other two designees. The three panel members select among themselves a committee chairperson. The tripartite committee should be given an opportunity to review the procedure and have any

questions concerning process answered by the affirmative action officer prior to beginning the investigation.

The tripartite hearing committee is charged with the responsibility of reviewing all facts regarding the alleged harassment and reporting only on that charge, and maintaining confidentiality. The written record compiled by the committee must be clearly identified and described to ensure that findings are based on documented information extracted from pertinent records and letters. The tripartite committee will prepare a written summary of its findings and recommendations for further action on a form to be provided by the affirmative action officer.

APPENDIX C: CHARGE OF DISCRIMINATION FORM

STATE UNIVERSITY OF NEW YORK
CHARGE OF DISCRIMINATION

This form is to be used by students and employees to file a complaint of discrimination based on RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, SEXUAL ORIENTATION, VETERAN'S STATUS, AGE, DISABILITY, MARITAL OR PARENTAL STATUS OR SEXUAL HARASSMENT.

CAMPUS_____

RECEIVED BY_____ DATE _____

1. Name_____ Phone _____

Campus Address_____

Status_____ (Faculty, Staff, Graduate, Undergraduate)

Home Address_____

City_____ State_____ Zip Code_____

2. ALLEGED DISCRIMINATION IS BASED ON (please check all that apply):

- ☐ Race or color ☐ Religion ☐ National Origin ☐ Sexual orientation
☐ Veteran's Status
☐ Sex ☐ Age ☐ Disability ☐ Marital/Parental Status
☐ Sexual Harassment

3. Alleged Discrimination took place on or about: (date)_____

Check if alleged discrimination is continuing ☐ Yes ☐ No

4. Respondent(s) Name(s)

Title (if known) _____

5. Please check the appropriate box(es):

- ☐ I have filed an informal complaint on _____

Date

- ☐ I elect to utilize the informal complaint process as described in Part A, p. 3 of the Internal Discrimination Procedure.
- ☐ I elect to proceed immediately to file a formal complaint as described in Part B, p.4 of the Internal Discrimination Procedure.

6. Have you filed this charge with a federal, state or local government agency?

- ☐ Yes ☐ No

If yes, with which agency _____

When? _____

7. Have you instituted a suit or court action on this charge?

- ☐ Yes ☐ No

If yes, with which court? _____ When? _____

Court address _____

Contact person _____

8. Describe briefly the act which occurred and your reason for concluding that it was discriminatory (attach extra sheets if necessary).

9. I swear or affirm that I have read the above charge and that it is true to the best of my knowledge, information and belief.

Signature: _____ Date _____

APPENDIX D: MEMORANDUM : STATUS – RESOLVED

Date:

To: Complainant
From: Affirmative Action Officer
Subject: Status of Complaint

This is to confirm the fact that your complaint, which was filed with the Affirmative Action Office on (insert date), has been resolved to the mutual satisfaction of all parties involved and the matter is deemed closed.

Agree:

Complainant

Respondent

Date

Date

APPENDIX E

Job Group	Executive	Recruiting Area:	National
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		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	18.2%	20.2%	.50	9.1%	10.1%	NCES	Hiring practice
2	Percentage of minorities and women among those promotable or transferable within facility.	0%	.43%	.50	0%	21.5%	Campus data	
TOTAL PERCENT OF AVAILABILITY					9.1%	31.5%		

Job Group	Managerial	Recruiting Area:	National
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		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	18.2	20.2	.50	9.1	10.1	NCES	Hiring practice
2	Percentage of minorities and women among those promotable or transferable within facility.	7.0	26.0	.50	3.5	5.05	Campus	
TOTAL PERCENT OF AVAILABILITY				100	12.6	15.15		

Job Group Liberal Arts and Sciences Faculty

Recruiting Area: National

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	17.7	44.3	100	17.7	44.3	NCES	Campus practice
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	17.7	44.3		

Job Group Applied Science and Recreation

Recruiting Area: National

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	22.4	23.5	100.0	22.4	23.5	NCES	Campus practice
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	22.4	23.5		

Job Group Technology

Recruiting Area: National/NYS

		Raw Data		Factor	Weighted Data	Data	Reasons for	
		Minority	Female	Weight	Minority	Female	Source of Statistics	Weighting Factors
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	15.1	28.8	.25	3.8	7.2	NCES	Most recruitment is regional/statewide
2	Census data for NYS	3.6	23.5	.75	2.7	17.6	Census	
TOTAL PERCENT OF AVAILABILITY				100	6.5	24.8		

Job Group Business and Hospitality

Recruiting Area: National

		Raw Data		Factor	Weighted Data	Data	Reasons for	
		Minority	Female	Weight	Minority	Female	Source of Statistics	Weighting Factors
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	20.6	31.6	100	20.6	31.6	NCES	National recruitment is norm
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	20.6	31.6		

Job Group Nursing

Recruiting Area: National and Regional

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	6.6	95.17	.25	1.65	23.8	NCES	Hiring practice
2	Regional nurses	0.6	91.0	.75	.04	68.2	US Census	
TOTAL PERCENT OF AVAILABILITY				100	1.69	92.05		

Job Group Vet Tech

Recruiting Area: National

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area - Veterinarians	7.6	39.5	100	7.6	39.5	Census	National recruitment
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	7.6	39.5		

Job Group	Library Faculty	Recruiting Area:	National
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		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	14.0%	82.6%	100	14.0%	82.6%	Census	National recruitment
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	14.0%	82.6%		

Job Group	Professional Non-Faculty	Recruiting Area:	National
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		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	22.9	64.0	.50	11.45	32.0	NCES	Recruitment practice
2	Percentage of minorities and women among those promotable or transferable within facility.	7.0	42.4	.50	3.5	21.2		
TOTAL PERCENT OF AVAILABILITY				100	14.95	53.2		

Job Group Secretarial and Clerical

Recruiting Area: Regional

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	3.6	77.9	.50	1.8	38.9	Census	Civil Service list
2	Percentage of minorities and women among those promotable or transferable within facility.	0	94.0	.50	0	47.0	Workforce analysis	Promotion exams
TOTAL PERCENT OF AVAILABILITY				100	1.8	85.9		

Job Group Para-professional

Recruiting Area: Regional

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	4.3	61.3	100	4.3	61.3	Census	External recruitment
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	4.3	61.3		

Job
Group Skilled Crafts

Recruiting Area: Regional

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	2.3	4.4	.25	1.15	2.2	Census	
2	Percentage of minorities and women among those promotable or transferable within facility.	0	0	.75	0	0	Campus data	Most vacancies filled through promotion
TOTAL PERCENT OF AVAILABILITY				100	1.15	2.2		

Job
Group Security

Recruiting Area: NYS

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	15.2%	22.6%	100	15.2%	22.6%	Census	Civil Service list
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	15.2`	22.6		

Job
Group Maintenance

Recruiting Area: Regional

		Raw Data		Factor	Weighted Data	Data	Source of Statistics	Reasons for Weighting Factors
		Minority	Female	Weight	Minority	Female		
1	Percentage of minorities and women among those having requisite skills in the immediate recruitment area	4.4%	23.4%	100	4.4%	23.4	Census	Recruitment practice
2	Percentage of minorities and women among those promotable or transferable within facility.							
TOTAL PERCENT OF AVAILABILITY				100	4.4%	23.4%		

APPENDIX F: ORGANIZATIONAL CHARTS

Organizational charts deleted from web edition to protect privacy.