PART I
AAP FOR MINORITIES AND WOMEN

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PART I: AAP FOR MINORITIES AND WOMEN

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

Workforce Analysis/Lines of Progression

CALIFORNIA STATE UNIVERSITY, FRESNO conducted a workforce analysis to identify employees at CALIFORNIA STATE UNIVERSITY, FRESNO by gender and race/ethnicity in each job title. The data was collected from payroll records dated MAY 31ST, 2009.

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

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

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

Lines of Progression

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

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

See Exhibit 3 for a copy of the Workforce Analysis/Lines of Progression for each organizational unit.
CHAPTER 2: JOB GROUP ANALYSIS
41 C.F.R. § 60-2.12

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

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

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

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

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

CALIFORNIA STATE UNIVERSITY, FRESNO did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).
CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, pay grade, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of MAY 31ST, 2009.

See Exhibit 4 for a copy of the Job Group reports for each job group.
CHAPTER 4: DETERMINING AVAILABILITY
41 C.F.R. § 60-2.14

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

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

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

   a. Local labor area: Fresno County - 100%.
   b. Reasonable labor area: National
   c.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor’s organization. See Exhibit 5(a) for a copy of the Feeder Job Group report.

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

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

See Exhibit 5 for a copy of the Final Availability reports for each job group.
CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, CALIFORNIA STATE UNIVERSITY, FRESNO compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of MAY 31ST, 2009 and that group's final availability.

See Exhibit 6 for a copy of the Comparison of Incumbency to Availability reports for each job group.
CHAPTER 6: PLACEMENT GOALS
41 C.F.R. § 60-2.16

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

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

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

See Exhibit 7 for a copy of the Goals report for each job group.
CHAPTER 7: DESIGNATION OF RESPONSIBILITY
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, CALIFORNIA STATE UNIVERSITY, FRESNO has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the President, the Vice President and Provost, the Human Resource Director, and those employed as supervisors and managers have undertaken the responsibilities described below.

President

The primary responsibility and accountability for implementing the AAP rests with the President, John D. Welty. This person is responsible, through the Vice President and Provost and the Human Resource Director, for adherence to CALIFORNIA STATE UNIVERSITY, FRESNO's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring CALIFORNIA STATE UNIVERSITY, FRESNO's AAP. Ensure that these personnel are identified in writing by name and job title.

2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.

3. Impart the personal direction that insures total involvement and commitment to equal employment opportunity programs through CALIFORNIA STATE UNIVERSITY, FRESNO's AAP.

Vice President and Provost

As the Vice President and Provost, Dr. Jeronima Echeverria is responsible for overall supervision of the AAP. The Manager ensures, through the Human Resource Director and department managers and supervisors that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating Dr. Jeronima Echeverria's effective work performance. The Manager's responsibilities include, but are not limited to, the following:

1. Ensure that CALIFORNIA STATE UNIVERSITY, FRESNO adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.

2. Ensure that the AAP is reviewed and updated annually in accordance with CALIFORNIA STATE UNIVERSITY, FRESNO's stated policy.
3. Participate in periodic discussions with management, supervision, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.

4. Review the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.

5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.

6. Ensure that all new employees receive a special orientation to CALIFORNIA STATE UNIVERSITY, FRESNO's equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.

7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.

8. Ensure that recruitment advertising is placed in minority and female-oriented publications, as applicable.

9. Review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

**Human Resource Director**

As the Human Resource Director, J.A. Parten is responsible for ensuring the directives of the President and Vice President and Provost are implemented. The Human Resource Director's duties include, but are not limited to, the following:

1. Provide direction to CALIFORNIA STATE UNIVERSITY, FRESNO's employees, as necessary, to carry out all actions required to meet the University's equal employment opportunity and affirmative action commitments.

2. Review, report on, and update CALIFORNIA STATE UNIVERSITY, FRESNO's AAP at least on an annual basis in accordance with stated policy.

3. Responsible for the design and effective implementation of the AAP at all establishments.

4. Develop, implement, and maintain audit and reporting systems to measure
effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.

5. Advise management in the modification and development of CALIFORNIA STATE UNIVERSITY, FRESNO's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.

6. Conduct periodic audits to ensure all required posters and those advertising CALIFORNIA STATE UNIVERSITY, FRESNO's equal employment opportunity policies and AAP are displayed and that CALIFORNIA STATE UNIVERSITY, FRESNO's equal employment opportunity and AAP policies are being thoroughly communicated.

7. Assist in review and revision of all policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

Deans, Department Chairs, and Directors

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

1. Aggressively adhere to CALIFORNIA STATE UNIVERSITY, FRESNO's equal employment opportunity and affirmative action policy.
   
   A. Support and assist the Vice President and Provost and Human Resource Director in developing, maintaining, and successfully implementing the AAP.

   B. Complete progress reports regarding the status of goal achievement.

   C. Take action to prevent harassment of employees placed through affirmative action efforts.

2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.

3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with CALIFORNIA STATE UNIVERSITY, FRESNO's policy.

4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.

Equity Compliance Coordinator

The Equity Compliance Coordinator monitors the recruiting process on a daily, or as needed, basis and provides training to those involved in the process. The responsibilities of the Coordinator include, but are not limited to:

1. Establishing and training a pool of “EEO Designees” to serve on campus search committees.

2. Providing guidance to management, staff and faculty on employment practices, particularly in the area of recruiting, to ensure compliance with the University’s EEEO policy.

3. Reviewing every recruitment for compliance with the EEEO policy prior to an offer of employment being made.

4. Requesting additional information if needed to resolve questions about the recruitment plan.

5. Reviewing all position descriptions to ensure that the essential functions are non-discriminatory and job related.

Members of the Campus Community

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

1. All members of the campus community are expected to treat others with civility, dignity and respect. The University encourages participation in campus workshops, activities and programs that support or celebrate diversity, or that afford an opportunity to learn about the cultures of others.
CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS
41 C.F.R. § 60-2.17(b)

Terminology

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

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

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

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

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the Workforce analysis. See Exhibit 3 for a copy of the Workforce Analysis by organizational unit.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the Comparison of Incumbency to Availability reports. See Exhibit 6 for a copy of the Comparison of Incumbency to Availability reports for each job group.

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

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of
selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. In order to avoid meaningless results, Impact Ratio Analyses were conducted only if there are at least 5+ transactions that occurred in a job group. See Exhibit 8 for a copy of the Personnel Transaction reports for each job group.

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

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job group. Tenure within the organization was also considered as a moderating factor. See Exhibit 9 for a copy of the Compensation Analyses conducted for each job title.
CHAPTER 9: ACTION-ORIENTED PROGRAMS
41 C.F.R. § 60-2.17(c)

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

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The Human Resources Director, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. Review its recruitment practices to ensure that vacancy announcements reach as many potential applicants as possible, including women, minorities, covered veterans and those who are disabled.

2. Advertise in help-wanted sections of minority and women’s interest media in addition to mainstream media outlets.

3. Advertise on Web sites specifically targeting women and minority audiences in addition to non-minority or gender specific web sites.

4. In addition to standard recruitment sources, identify recruiting sources that may be of particular interest to minorities and women.

5. Work with management in Plant Operations to promote trainee positions that would attract women to positions in skilled crafts.

6. Provide assistance to hiring authorities including the development of recruiting strategies, interview questions, and appropriate advertising consistent with relevant laws, regulations and policy.

Advertisement Sources:

General Resources
CareerBuilder: http://www.careerbuilder.com/index.cfm
CareerMosaic: http://www.headhunter.net/jobseeker/index.htm?siteid=cmhome
Hire Diversity: http://edonline.com/aanetwork/
America's Job Bank: Let your recruiter know if you want to use this free site.
**African American**
The Black Collegian Online:  http://www.blackcollegian.com/
Blackworld:  http://www.blackworld.com/careers.htm

**Asian American**
AsiaNet:  http://www.asianet.com/
National Association of Asian American Professionals:
http://www.edwardyang.com/naaap/index5.html

**Disabled**
President's Committee on Employment of People with Disabilities:
http://www50.pcepd.gov/pcepd/joblinks.htm  (Note: The Fresno State web site has been placed on this page as a permanent employment link)

**Diversity Sites**
DiversiLink:  http://diversilink.com/
Diversity Employment:  http://www.diversityemployment.com/
Minorities Job Bank:  http://www.minorities-jb.com/
New Mobility's Interactive Café':  http://www.newmobility.com/  (Note: a link to the Fresno State staff employment opportunities page has been added to this web site.)
Diversity Careers in Engineering & Information Technology:
http://www.diversitycareers.com/

**Hispanic/Portugese American**
Saludos Web:  http://www.saludos.com/
Hispanic Professional Organizations:
http://www.hispanicbusiness.com/community/hispanic_orgs.asp
The Hispanic Online:  http://www.hisp.com/
LatPro:  http://www.latpro.com/

**Native American**
American Indian Science and Engineering Society:  http://www.aises.org/  (send job opportunities bulletins to  info@aises.org)
Women
Fresno Women's Network: This site has a permanent link to the Fresno State staff employment page.
JAWS, Journalism and Women Symposium: http://www.jaws.org/ (send job announcement to: jawsjobs@yahoo.com. but read the instructions on the above web page. This is a free site.)
Women's Resources: http://www.career.com/PUB/wresources.html

Organizations/Publications Serving Minority and Women Professionals

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

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

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

Ford Foundation (http://www4.nas.edu/FFellows/ffellows.nsf/)
This directory contains information on Ford Foundation Postdoctoral fellowship recipients awarded since 1980 and Predoctoral and Dissertation Fellowships awarded since 1986. The directory was created to serve as a resource for university officials seeking to attract diversity in the campus environment.

MWDD, Minority and Women Doctoral Directory (www.mwdd.com)
The directories include up-to-date information on candidates who have recently received, or are soon to receive, a doctoral or master’s degree. The list of candidates includes name, address, area of specialization, topic of dissertation, and current employment status, if applicable. The current directories are published annually, and are available by October 1st. Archives directories are available on their website.

Directory of Minority Ph.D. and M.F.A. Candidates and Recipients (www.cic.uiuc.edu/)
This directory is published annually and is generally available by October 1st. The directory lists minority graduate students who have completed or are expected to complete the Ph.D. or M.F.A. degree. Candidates are listed by degree and specialization.


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


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

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

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

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

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

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

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


The Office of Minorities in Higher Education (OMHE) supervises ACE's Minority Initiative, which was launched in 1987 in response to declining rates of minority participation in higher education. Through such publications as the annual Status Report on Minorities in Higher Education, OMHE has become one of the nation's major sources of information on the educational status of minorities, exemplary programs aimed at improving the campus climate for persons of color, and the challenges faced by academe in its efforts to continue to increase
participation rates and degree attainment by U.S. ethnic minorities.

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

**Association of American Colleges and Universities** ([www.aacu-edu.org/](http://www.aacu-edu.org/))

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

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

**National Alliance for Black School Educators** ([www.nabse.org/](http://www.nabse.org/))
NABSE, a 5,000 plus member, nonprofit organization, is the nation's largest network of African American educators. NABSE is dedicated to improving the educational accomplishments of African American youth through the development and deployment of instructional and motivational methods that increase levels of inspiration, attendance and overall achievement.

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

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

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

**ATHLETICS**

The Black Coaches Association is a non-profit organization whose primary purpose is to foster the growth and development of all minorities at all levels of sports, both nationally and internationally. The BCA provides the "Personnel Line" as a service to its members.

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

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

PUBLIC ADMINISTRATION

Conference of Minority Public Administrators
(http://www.aspanet.org/index.htm)
With a diverse membership composed of more than 10,000 practitioners, scholars, teachers and students, ASPA is the largest and most prominent professional association in the field of public administration.

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

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

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

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

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

COMMUNICATIONS
Asian American Journalist Association (www.aaja.org/)
The Asian American Journalists Association is a non-profit organization with approximately 1,700 members in seventeen chapters nationwide and in Asia.

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

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

LIBRARY SCIENCE

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

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

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

MATHEMATICS/STATISTICS

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

AWM accepts online advertisements of interest to the AWM membership. All institutions and programs advertising on the AWM Web Site must be Affirmative Action/Equal Opportunity designated. For information on how to advertise on the web, visit the following website: http://www.awm-math.org/ads/guidelines.html.

SCIENCE/TECHNOLOGY
American Association of Blacks in Energy (AABE) (www.aabe.org/)
The American Association of Blacks in Energy (AABE) is a national association of energy professionals founded and is dedicated to ensure the input of African Americans and other minorities into the discussion and development of energy policies, regulations, R&D technologies and environmental issues in the United States. Employment opportunities are posted on-line at www.aabe.org/employment.htm.

Association of Women in Science (www.awis.org/)
AWIS is dedicated to the achievement of equity and full participation of women in all areas of science and technology. For more information on placing an ad, link to www.awis.org/html/jobs.html.

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

Recruiters may take advantage of unlimited job posting opportunities with Quarterly and Annual Subscription purchase. NSBE offers a resume referral service, matching employment criteria with the right candidate. For more information visit their web site www.nsbe.org/woozone/jobpost.html,

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

A mailing list and an archive have been created for candidates and employers. Visit the Jobs section for more information, www.shpe.org/jobs/index.htm.

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

Society for Advancement of Chicanos and Native Americans in Science (SACNAS) (www.sacnas.org/)
The mission of SACNAS is to encourage Chicano/Latino and Native American students to pursue graduate education and obtain the advanced degrees necessary for research careers and science teaching professions at all levels.
The SACNAS Employment “Hot Opportunities” listings post job announcements. Applicants click on the job title to read a complete job description. To place a conference program or web ad, contact SACNAS at Web Advertising, webads@sacnas.org.

SOCIAL WORK

National Association of Black Social Workers (www.nabsw.org/)
Through the development of national and international education conferences, the organization provides professional leadership to local, national and global communities. The organization recently celebrated its 30th Anniversary with a membership that represents the many facets of social work practice and education.

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

National Association of Puerto Rican/Hispanic Social Workers
(www.naprhsw.bizland.com/)
NAPRHSW is composed mainly of professional social workers committed to the betterment of the Puerto Rican & Hispanic communities, thus improving the community as a whole. Our organization promotes understanding, advancement and empowering of the Puerto Rican and Hispanic population.

SOCIAL SCIENCES

National Conference of Black Political Scientists (NCOBPS)
(http://democracy.ncat.edu/ncobps3/)
The National Conference of Black Political Scientists (NCOBPS) is organized to study, enhance, and promote the political aspirations of people of African descent living in America. It is organized primarily as an intellectual vehicle and an educational instrument. The NCOBPS publishes a quarterly newsletter and an annual review.

WOMEN’S STUDIES

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

The NWSA site also hosts the following site: Women of Color Caucus
(www.nwsa.org/woc.htm)

HIGHER EDUCATION ORGANIZATIONS/PUBLICATIONS
**American Association of Colleges for Teacher Education** ([www.aacte.org/](http://www.aacte.org/))

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

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

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

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

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


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

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

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


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

1. Maintain an ongoing practice of reviewing position descriptions to ensure that they accurately reflect position functions and are consistent for the same position from one organizational unit to another.

2. Maintain an ongoing practice of validating job duties for each position using job performance criteria nondiscriminatory with respect to race, color, religion, gender (except where a bona fide occupational qualification), marital status, pregnancy, national origin, age (over 40), disability, veteran’s status, or sexual orientation.

3. Make position descriptions, employee specifications, and classification standards available to all members of management and recruiting sources involved in the recruiting, screening, selection, and promotion process. Copies of position descriptions and employee specifications for job openings are available to all recruiting resources.

4. Train personnel participating in the selection process so that it remains nondiscriminatory.

5. Appoint “Equal Employment Opportunity (EEO) Designees” to provide ongoing review of each search process and assist with adherence to the University’s EEO policy and personnel practices. EEO Designees for faculty and staff positions serve on each search committee as designees of the Equity Compliance Coordinator. Designees shall share the responsibility for ensuring that the EEO Plan is adequately implemented. The hiring authority is responsible for appointing a designee from the available pool of trained EEO Designees. The responsibilities of the EEO Designee include, but are not limited to:
   a. Being familiar with this EEO Plan.
   b. Participating in all stages of the recruitment process keeping the Equity Compliance Coordinator informed as appropriate as to progress.
   c. Ensuring that recruitment efforts include efforts to attract qualified minorities, women and other designated groups.
   d. Monitoring the selection process of the search committee, taking responsibility for ensuring that all candidates are given fair consideration based on meeting the qualifications derived from the vacancy announcement criteria.

6. The University will evaluate data on the rates of promotion, reclassification and separation of employees by gender and ethnicity to ensure that no gender or ethnic group has been adversely impacted by personnel processes involved in promotions and separations. The Coordinator of the EEO Plan shall provide findings to the Director, Human Resources, and the Associate Vice President, Academic Personnel.
Job Advancement:
California State University, Fresno shall support equal opportunity for minority and female employees for all promotions by:

1. Posting promotional opportunities.
2. Providing formal employee evaluation programs.
3. Validating job duties based on job classification criteria.
4. Encouraging all employees eligible for the University’s tuition fee waiver program to develop career plans that enhance knowledge and skills.
Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the Vice President and Provost, and other relevant persons are required.

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

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

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

The CALIFORNIA STATE UNIVERSITY, FRESNO auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Vice President and Provost:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;

2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;

3. Reviews report results with all levels of management; and

4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.