



**ROWAN UNIVERSITY AFFIRMATIVE
ACTION/WORKFORCE DEVELOPMENT PLAN**

2015

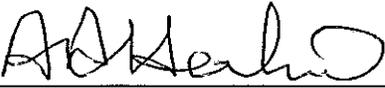
A Message from the President

As the president of Rowan University, I would like to offer my enthusiastic endorsement of this Affirmative Action Workforce Development Plan. I applaud not just what appears in these pages, but the effort that each unit, division, department and college made individually and collectively to think through the value that diversity offers us and to chart pathways which could lead us to having a workforce at Rowan that more closely reflects society.

To reach our goal in this time of rapid growth, we must continue to concentrate on and consciously nurture our long, unbroken tradition of being a caring environment, welcoming to all. The demographic changes sweeping our state and our nation give us the real opportunity to seek the best from a much wider array of cultures, traditions, beliefs and countries. As Rowan University continues to grow, we must continue to challenge ourselves to go beyond what has served us in years past and seek in the future ways to identify, attract, and retain individuals whose credentials will bring us to our next level of excellence.

I call on all those who have worked to produce this Plan – leaders all of this University – now to add the same high quality of effort to the creative thoughts expressed here, and to create robust recruitment strategies in all areas.

Diversity of thought and imagination has always been the hallmark of excellence in the academy. We have plotted the path. Now we set out together upon it.



Ali A. Houshmand, Ph.D.

Seventh President

December 18, 2014

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Chapter 1: Introduction and Purpose

Introduction

Rowan University policies and procedures have been established to promote diversity, avoid discrimination and ensure equal opportunity in employment and promotion, as well as in participation in University sponsored programs and events. Said policies underpin Rowan's commitment to merit in how the University treats its employees and the applicants seeking employment. It is the University's policy to not discriminate on the basis of race, gender, gender identity or expression, age, affectional or sexual orientation, any disability, color, religion, or national or ethnic origin.

Workforce development and diversity initiatives are built upon the principles of equal opportunity law: "over time and absent discrimination, an employer's workforce generally will reflect the gender and racial/ethnic profile of the qualified labor pool from which the employer recruits and selects employees" (41 CFR 60-2.10) Examples of intentional and even conscious bias are rare; but what is better understood today, and as great a challenge, is unconscious bias. This Plan sets forth the guidelines for a self-assessment of recruitment and hiring processes as well as current work force composition.

The Rowan University Affirmative Action/Workforce Development Plan (AAWDP or "the Plan") serves as a tool by which members of the campus community can and will assess the University's composition at any time. It expresses principles as well as action steps. It reaffirms the commitment and objectives to maintaining a rich and diverse college environment. Through the recruitment process, Rowan makes a good faith effort to create a diverse pool of candidates for available positions across four campuses. The University continually monitors and revises its internal policies in order to guarantee fair and equitable opportunities for advancement and promotion for all its employees within the guidelines set forth by employment laws, the State of New Jersey Administrative code, and labor contracts.

Fundamentally, Rowan is committed to equal employment opportunity with the acceptance and understanding that the outcomes, equity and diversity, are essential to the continued vitality and quality of the institution. Underpinning that philosophy, the entire University community, individually and collectively is charged with working to foster a climate that encourages respect for differences and welcomes diversity because it recognizes that the end result empowers and solidifies a true representation of a community united.

Commitment to diversity is not proven by words in a document; it cannot be defined only in terms of the components of an Affirmative Action/Workforce Development Plan. While those components are important, the University knows that it has an obligation to communicate through its actions and deeds how important equal opportunity is in all areas. In understanding the natures of equity and diversity, it is important to recognize that University-wide agreement on and adoption of the written plan is just the first step in a process of having a meaningful, vibrant diversity program. Rowan seeks an overall campus environment that embraces and celebrates diversity. That path begins with the

commitment set forth by its governance. This document will refer to and describe some of the practices that support our commitment.

Purpose of the Affirmative Action/Workforce Development Plan

The purpose of the Affirmative Action/Workforce Development Plan (AAWDP or “the Plan”) is to express, and publicly reaffirm, the University’s historic and continuing commitment to the principles of merit and equality. In addition, the AAWDP serves as a comprehensive working document for identifying the metrics by which our performance can be based, reporting and evaluating the merit of personnel actions, and providing the campus with data relevant to the development, analysis, enforcement, assessment, dissemination, and monitoring of the Plan, its policies and procedures.

This Plan is developed in accordance with the requirements of Executive Order 11246 (as amended), and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR 60-2. The Plan is also adopted and implemented in good-faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR 1608.5).

As Rowan is an instrumentality of the State of New Jersey, Rowan’s diversity efforts and its AAWDP are also subject and responsive to New Jersey Policy Prohibiting Discrimination in the Workplace (NJPPDW) as well as with the investigative procedures prescribed therein (Appendix C). As required, the entire senior administration of the University – the President, all Vice Presidents, and all Deans - were trained in the policy and procedures by the New Jersey EEO State Director in December 2014. Due to the need to manually collect and analyze all the data and information required, this AAWDP reflects only the current full time staff at the institution.

Designation of Job Categories

For the purpose of the AAWDP, the University will use the state designated job groups as follows:

- Executive, Administrative, and Managerial
- Clerical/Secretarial
- Other professionals
- Service/Maintenance
- Skilled crafts
- Technical and paraprofessional
- (Faculty)

As an institution of higher education, Rowan also has a faculty job group not reflected as a State job group or a census data group. The 1998-2008 aggregated dissertation awarded data from the National Science Foundation was used as availability data for the analysis of faculty by discipline. For more

information on the “data aggregation” approach used in the NSF 2007-08 REG Tables report go to <http://www.nsf.gov/statistics/srvydoctorates/sedreporting/start.cfm>.

It should be noted that the vast majority of Rowan’s employees are covered by the state’s civil service system and/or by collective bargaining contracts. As the result of the acquisition of part of another university in July 2013 having different bargaining organizations, there are myriad inconsistencies across campuses in work rules, job titles and the like. The Civil Service system and the collectively bargained agreements contain conflicting job titles; and in certain instances, Rowan uses “local titles” to better describe the actual functions of certain positions. As a result, a substantial amount of work has gone into the writing of this Plan to harmonize terms and titles.

Chapter 2:
Organizational Structure, Functions and
Responsibilities

About Rowan University

History

Rowan University is a state-designated public research institution with campuses in Glassboro, Camden and Stratford, New Jersey, that offers bachelor's through doctoral programs and degrees to approximately 15,000 students.

The Glassboro Normal School opened its doors in 1923. Despite the rigors of the Depression the program was expanded to four years in 1934, and in 1937, the school changed its name to New Jersey State Teachers College at Glassboro. In the 1950s, the curriculum was expanded and enrollment increased. In 1958, the school's name was changed to Glassboro State College to better reflect its broader mission. In 1969, the college opened a branch campus in the City of Camden, 17 miles from Glassboro. Today the Camden campus serves approximately 700 students.

In 1992, Henry and Betty Rowan pledged \$100 million to the institution, the largest gift ever made to a public college or university to that date. The gift led to the renaming of the institution and creation of a nationally ranked College of Engineering.

In 1997, Rowan College was granted authority to offer a doctorate in Educational Leadership, the first doctoral program offered by a New Jersey state college. Later that year, Rowan earned university designation, the first of the state colleges, and changed its name to Rowan University.

In 2009, Rowan began its path toward research designation when Governor Jon Corzine authorized Rowan University, through an executive order, to offer the first new four-year M.D. program in the state in more than 35 years and the first such program in southern New Jersey. Rowan partnered with the Cooper Health System (now Cooper University Health Care) to establish the Cooper Medical School of Rowan University (CMSRU), which enrolled its inaugural class in 2012.

In 2013, the *New Jersey Medical and Health Science Education Restructuring Act* (hereinafter the "Act" or the "Restructuring Act") reorganized the state's higher education resources to enhance its two major universities, Rutgers University and Rowan University. As stated in the Act,

The goals of this legislation are to create and enhance the essential higher education opportunities for the residents of the State and to create vibrant educational institutions and communities that attract business to the State and which will allow the State to retain its residents in terms of college placement and workforce. The future economic development of the country will be a knowledge-based economy which will put a premium on an educated workforce and advanced degrees. This legislation restructures the higher education system in the State to provide for more vigorous educational communities that will provide opportunities for students and the workforce necessary to attract crucial private sector jobs as this century unfolds. N.J.S.A. 18A:64M-2(k).

The Act, which took full effect in July 2013, awarded the School of Osteopathic Medicine (SOM) in Stratford, New Jersey to Rowan. Rowan University is also offering the programs housed within the

Stratford campus of the Graduate School of Biomedical Sciences (GSBS). The legislation designated Rowan as the second comprehensive public research university in the State and established it as a partner with Rutgers University - Camden in the development of a College of Health Sciences that will be governed by a joint board of directors.

Rowan Mission Statement

In February 1995, the Board of Trustees adopted *Beyond 2000: The Rowan Vision*. This document was created through an institution-wide discussion over a period of 18 months, which was initiated following the gift from Henry Rowan. A planning committee was charged with crafting a new mission that was approved in December 1995 by the Board of Trustees. The new mission statement incorporated the phrase “diverse community” and embodied a commitment to “a new campus culture [that] will expand multicultural and international understanding.” This mission statement was revised in 2003, led by a subcommittee of the University’s Budget and Planning Committee. The draft was circulated to the campus for comment, reviewed by the President’s Advisory Council, the President’s Cabinet, the University Senate, the Student Government Association, and the Academic Affairs Council. After another round of comment by the University community, the current mission statement was approved by the Board of Trustees in December 2003. The mission statement was last reviewed in 2011 by the Strategic Planning Task Force. Revision efforts were underway but were tabled when it became apparent that the University’s direction was about to shift dramatically again.

In the 2014 Periodic Review Report, it is noted that, “Over the next academic year, the University will evaluate its mission statement and determine an appropriate timeframe and process for updating, revising, or rewriting it. The mission statement pre-dates the medical schools and public research university designation but remains a strong reflection of the University’s core commitments and resonates with the pillars:

A leading public institution, Rowan University combines liberal education with professional preparation from the baccalaureate through the doctorate. Rowan provides a collaborative, learning-centered environment in which highly qualified and diverse faculty, staff, and students integrate teaching, research, scholarship, creative activity, and community service. Through intellectual, social and cultural contributions, the University enriches the lives of those in the campus community and surrounding region.”

The mission statement is still a functional driver for institutional development. Nonetheless, as the University’s public declaration of its identity and brand, the mission statement needs to be perceived as current and relevant.

Organization and Governance

The University operates under the authority of the State of New Jersey (N.J.S.A.18A:64M-1, et seq). Under the leadership of its Board of Trustees and its chief executive officer, the President, Rowan University is organized into eight administrative divisions and ten academic divisions.

Rowan consists of seven colleges and three schools: Business, Communication and Creative Arts, Education, Engineering, Humanities and Social Sciences, Performing Arts, Science and Mathematics, the Cooper Medical School of Rowan University, School of Biomedical Sciences, and the School of Osteopathic Medicine. The Division of Global Learning and Partnerships offers hybrid, online and remote certificate and degree completion programs. The University also has dual enrollment agreements with two local community colleges, Cumberland County College and Rowan College at Gloucester County. In addition to its Glassboro campus, the University maintains a branch campus in Camden, New Jersey, and the Cooper Medical School of Rowan University, and a campus in Stratford that houses the Rowan School of Osteopathic Medicine and the Graduate School of Biomedical Sciences.

On the administrative side of the University are the Division of Student Life, the Division of Facilities and Operations, the Division of Information Resources and Technology, the Division of Government Relations/General Counsel, the Division of Finance, the Division of Health Sciences, and the Division of Administration and Strategic Advancement.

Note: The University data are stored electronically in Banner systems that are set up to support the financial transactions of the university. Due to the Banner system, the reporting structures in the organizational charts are not always reflected in the departmental and divisional data since the funding sources are not always identical with organizational authority.

Organizational Structure

President

In the governance process, the New Jersey statute on higher education (N.J.S.A. 18A:64M-13) provides the following:

The President shall be responsible to the Board of Trustees and shall have such powers as shall be requisite for the executive management and conduct of the university in all departments, branches and divisions and for the execution and enforcement of bylaws, ordinances, rules, regulations, statutes, and orders governing the management, conduct and administration of the university.

Delegation of Authority

While the administration of Rowan University is the responsibility of the President, there will be times when decisions shall be required in his absence. In such instances, the Executive Vice President will assume decision-making responsibilities for all administrative, non-academic matters, the Provost/Senior Vice President of Academic Affairs will assume decision-making responsibilities for academic matters, and the Senior Vice President of Health Services will assume the decision-making responsibilities for matters concerning the two medical schools.

President's Executive Cabinet*¹

President
Executive Vice President of Administration and Strategic Advancement
Provost/ Senior Vice President of Academic Affairs
Senior Vice President Facilities Operations
Senior Vice President Finance
Senior Vice President Government Relations/General Counsel
Senior Vice President Health Sciences
Vice President Information Resources and Technology /Chief Information Officer
Vice President/Chief of Staff and Chief Ethics Officer
Executive Assistant to the President/Board Liaison

In addition to the Executive Cabinet, the Deans of the two medical schools also report to the President with dotted lines to the Senior Vice President of Health Sciences; and the Chief Internal Auditor and Chief Compliance Officer also have direct access the President as well as reporting directly to the Chair of the Audit Committee of the Board of Trustees and Executive Vice President.

Division of Administration and Strategic Advancement*

The Executive Vice President oversees the following administrative areas: Human Resources, Labor Relations, Equity and Diversity, Compliance and Corporate Integrity, Internal Audit \ Risk Management, University Advancement, University Relations, and Strategic Enrollment Management. The Division includes the following officers:

Executive Vice President of Administration and Strategic Advancement
Vice President, Strategic Enrollment Management
Vice President, University Relations
Associate Vice President, University Advancement/Executive Director, Rowan University Foundation
Associate Vice President, Employee and Labor Relations
Assistant Vice President, Labor Relations
Assistant Vice President, Equity and Diversity/Chief Equity Compliance Officer
Director, Risk Management
Director, Compliance and Corporate Integrity/Chief Compliance and Privacy Officer

¹ Organizational charts for all units identified with an asterisk (*) are included in Appendix A

Chief Internal Auditor

Administrative Cabinet*

The Executive Vice President chairs the University's Administrative Cabinet. This cabinet is composed of a cross selection of administrators who represent various areas of the institution, most of which are tied to the membership of the Executive Cabinet. Its purpose is to review and address operational issues that impact the institution as a whole. When the Administrative Cabinet was created, it added six new positions to the President's "Full Cabinet," substantially increasing its diversity by adding four white females and two minority males.

Vice President, Global Learning and Partnerships
Vice President, University Relations
Vice President, Strategic Enrollment Management
Vice President, Student Life/Dean of Students
Vice President, Academic Affairs
Vice President, Research
Associate Vice President, Employee and Labor Relations
Associate Vice President, Advancement
Associate General Counsel
Director, Budget

Division of University Advancement* (Subdivision of Administration and Strategic Advancement)

All philanthropic contributions to Rowan University are coordinated, processed and managed by the University Advancement Division and the Rowan University Foundation under the direction of the Associate Vice President.

Associate Vice President University Advancement
Senior Development Director
Senior Director of Alumni Engagement
Director of Advancement Services
Director of Development (4)
Director of Planned Giving

Division of University Relations*(Subdivision of Administration and Strategic Advancement)

University Relations oversees the media and public relations related to the overall university.

Vice President of University Relations
Assistant Vice President of University Relations

Division Strategic Enrollment Management* (Subdivision of Administration and Strategic Advancement)

Strategic Enrollment Management oversees the recruitment, admission, and retention of students at the university.

Vice President for Strategic Enrollment Management
Associate Vice President for Student Retention
Assistant Vice President for Student Diversity and Scholarships
Director Financial Aid
Director Admissions
Director Web Services
Director of International Center
Director of Operations

Division of Academic Affairs*

Under the leadership of the Provost seven colleges and three schools provide academic curricula, hybrid/online courses and programs, certificates, and other degree opportunities, and student services and activities to all Rowan students.

Provost
Vice President Academic Affairs
Vice President, Division of Global Learning and Partnerships
Vice President Student Life
Associate Provost, Library Services
Dean, Rohrer College of Business
Dean, Communication and Creative Arts
Dean, Education
Dean, Engineering
Dean, Performing Arts
Dean, Humanities and Social Sciences
Dean, Math and Sciences
Registrar
Director Faculty Center

Division of Student Life* (Subdivision of Academic Affairs)

Student Life oversees the events, activities, health, and living accommodations surrounding the non-academic environment for students at the university. This includes the adjudication of violations to university policies.

Vice President for Student Life
Associate Vice President for Student Wellness
Associate Vice President for Campus Recreation and Student Activities
Assistant Vice President for Academic Enrichment
Assistant Vice President for Civic Involvement

Assistant Vice President for Residential Learning and Inclusion Programs
Senior Director Orientations and Student Leadership Programs
Director, Academic Success Center
Director of Administrative Services and Assignments
Director of Card Services
Director, Career Management Center
Director of the Center for Social Justice, Inclusion, and Conflict Resolutions
Director for Housing Operations and Logistics
Director of Residential Learning
Director of Student Health Services

Division of Information Resources and Technology*

The Vice President of Information Resources and Technology/Chief Information Officer oversees all the information and technology resources of the University. All university data collection and processing is done through this division. This division is also charged with the security measures necessary to protect the privacy of confidential and sensitive information.

Vice President and CIO
Assistant Vice President, Institutional Effectiveness, Research, and Planning
Assistant Vice President EIS
Director Academic Technology
Director, Clinical Systems and Project Management
Director Network and Systems Services

Division of Finance*

The Senior Vice President of Finance oversees the finances and budget of the University. Accounting, payroll, contracts and purchasing as well as Bursar services fall under this division.

Senior Vice President/Chief Financial Officer
Director of Accounting Services
Director of Accounting
Director of Budget
Director of Payroll
Manager of Accounts Payable
Senior Director of Contract Procurement
Bursar

Division of Government Relations and General Counsel*

The Senior Vice President of Government Relations and General Counsel oversees the the legal matters related to the University. The staff provides counsel to the administration on a daily basis.

Senior Vice President/General Counsel
Associate General Counsel
Associate General Counsel Health Services
Assistant General Counsel (2)

Division of Facilities Operations*

The Senior Vice President of Facilities and Operations oversees the construction development and overall maintenance and sustainability of the University and all its properties.

Senior Vice President
Assistant Vice President Operations & Plant Management
Assistant Vice President Business Operations & Real Estate
Assistant Vice President Campus Planning & Construction
Director Energy and Plant Management
Director Custodial Services
Director Environmental Health and Safety
Senior Director Campus Planning
Director Facilities Landscape Management

Vice President and Chief of Staff*

The Vice President/Chief of Staff oversees the University Athletics department and the Department of Public Safety and Emergency Management. He also serves as the University's Ethics Liaison Officer.

Vice President/Chief of Staff/ELO
Assistant Vice President of Public Safety and Emergency Management
Senior Director of Public Safety
Director of Emergency Management
Director of Athletics

Division of Health Sciences*

The Senior Vice President of Health Sciences oversees the research initiatives of the institution as well as the two medical schools. This division is also part of the development of a partnership between Rowan and Rutgers University in the formation of a Health Sciences University in Camden, New Jersey.

Senior Vice President
Vice President for Research
Manager, Assistant to the SVP President for Health Sciences
Associate Vice President for Biomedical Research Partnerships

Dotted lines:
Dean Cooper Medical School of Rowan University (CMSRU)
Dean Rowan School of Osteopathic Medicine (SOM)

Cooper Medical School of Rowan University*

Dean
Vice Dean
Associate Dean for Clinical Affairs & GME
Associate Dean for Medical Education
Assistant Dean for Curriculum - Phase 1
Assistant Dean for Curriculum - Phase 2
Associate Dean for Research
Associate Dean for Student Affairs and Admissions
Associate Dean for Program and Business Development
Associate Dean for Finance, Administration & Operations
Director of Faculty Affairs and Educational Operations
Director of Admissions
Director Facilities

School of Osteopathic Medicine*

Dean
Chief Operating Officer
Chief Financial Officer
Senior Associate Dean for Academic Affairs
Senior Associate Dean for Research/Graduate School of Biomedical Sciences
Associate Dean for Clinical Affairs and Medical Director, Faculty Practice Plan
Assistant Dean for Assessment
Assistant Dean for Clinical Education
Assistant Dean for Graduate Medical Education
Assistant Dean for Student Affairs
Executive Director of the Faculty Practice Plan
Director New Jersey Institute for Successful Aging
Director CARES Institute
Director NeuroMusculoskeletal Institute

Roles and Responsibilities for Implementation

All Executive Staff, Deans, Directors and Supervisors are responsible for promoting respect and diversity at Rowan University and for directing managers and employees on all matters related to equal opportunity. The University's entire senior management team (consisting of all Deans, all members of the Administrative Cabinet, and all members of the Executive Cabinet) received a two-hour, live training in the policies, laws, and regulations of the EEO and Title IX on December 11, 2014, provided by the NJ State EEO Director and the University's Chief Equity Compliance Officer. Each division has submitted their declaration of commitment and strategic approaches to future hires (chapters 4 & 5). In addition to their divisional commitments, Executive Staff, Deans, Directors and Supervisors are also responsible for:

- Following the recruitment and hiring practices as described in the Search Process Manual, in order to maintain best practices and improve diversity within the institution's unclassified workforce.
- Conducting regular discussions with all managers, supervisors, and employees to ensure that the University's institutional policy and workforce development objectives are being followed;
- Monitoring workplace conditions to promote respect and prevent unlawful discrimination and harassment of employees;
- Encouraging employees to participate in professional development and training activities;
- Reviewing the qualifications of all employees to ensure that diverse pools of candidates and employees are given full opportunities for promotions and other employment benefits;
- Requiring supervisors to promote respect and take actions to prevent discrimination and harassment; and
- Working closely with the Office of Equity and Diversity to provide guidance and training on respect and acceptance in the workplace.

University Diversity Committee

The University has created a diversity committee to develop a diversity statement and a university wide Diversity Action Plan. Work on this project started in the fall of 2014 and will continue until complete. The diversity statement and action plan will be broader in scope than the AAP and will address the needs of the entire University community. The diversity statement will center on the inherent worth and dignity of all members of the community and will emphasize a commitment to inclusive practices.

Institutional Action Oriented Programs

In addition to the specific action strategies submitted by each college and division (see chapters 4 and 5), the University has developed a recruitment and search process that complies with EEO best practices and provides all applicants with fair and unbiased review and selection (identification of which positions require a search committee can be found in Appendix B).

Anyone participating in a search is required to take an online training program at least once each year before participating in a search. In addition, a search process manual prepared by the Office of Equity and Diversity in conjunction with Employment and Labor Relations, will be available online and/or in hard copy to anyone.

There is also a commercial online applicant tracking system in place that is required to be used in all searches; it is currently being customized to provide better EEO instruction and safeguards for the University. As well as having all candidate data submitted and stored electronically, the system will provide a way to store all documentation related to the search, including interview information and evaluations and rationale for selection. In compliance with EEO, the system provides the demographic composition of each pool (to the extent that the candidates voluntarily provide those data) which will facilitate assessment of the effectiveness of outreach and recruitment strategies.

Annual Internal Assessment and Reporting System

Under the direction of the Executive Vice President, every division and department head is responsible for the effective implementation of his or her part of the AAWDP. At the conclusion of every operating (fiscal) year, the Executive Vice President will require every Division head assess his or her division's diversity efforts and actual performance against plan. The Provost will do likewise for all deans of colleges and schools. All assessments and evaluations will be submitted to the Executive Vice President for review and, thereafter, to the President. In conjunction with the OED, problem areas will be identified and remedial strategies will be developed and implemented.

Rowan Policy on Discrimination

As a State institution, Rowan University supports and abides by the New Jersey Policy Prohibiting Discrimination in the Workplace as well as with the investigative procedures prescribed (Appendix C). This policy prohibits discrimination and harassment against State employees, prospective employees, and persons doing business with the State of New Jersey. The policy is based on nineteen protected classes: Sex/Gender, Color, Marital Status, Mental or Physical Disability, Sexual or Affectional Orientation, Civil Union Status, Creed, Nationality, Genetic Information, Age, Race, Religion, National Origin, Familial status, Gender Identity or Expression, Domestic Partnership status, Atypical hereditary Cellular or Blood Trait, Ancestry, and Veteran Status. New employees are trained regarding this policy

within the first thirty (30) days of employment. All employees are required to take a refresher training online every two (2) years thereafter.

All employees have a responsibility to uphold the Equal Employment Opportunity/Non Discrimination policy at Rowan University as well as maintain high standards of honesty, integrity, and impartiality in the performance of college assigned duties and responsibilities. All managers and supervisors are held responsible for the implementation and management of this and all university policies and procedures. All policies and procedures are developed and implemented within its framework.

Americans with Disabilities Act Accommodation Policy at Rowan University

Employee Accommodation Policy

The Office of Equity & Diversity is the first contact for employees and/or potential employees requiring assistance for disabilities adversely affecting their ability to perform their duties. Upon receipt of notification that an employee or candidate may need an accommodation, the individual will be contacted to begin the verification process. Once all required documentation is received a determination of eligibility will be made. If an accommodation is warranted, a representative will contact the employee or candidate to review and verify the information and to develop an accommodation plan. Each accommodation is determined on a case by case basis. Documents are reviewed by the heads of Human Resources, Labor Relations, when appropriate, and Equity & Diversity. In some cases consultation with the requestor's supervisor may be necessary. Copies of the accommodation plan will be given to the employee and to the appropriate department head, as well as a copy placed in the confidential ADA file. Any changes to the accommodation plan may require additional documentation and must be processed through the Office of Equity and Diversity.

Any accommodation that has a significant financial impact on the institution will be referred to the Senior Vice President of Finance or his designee to determine if the university can provide for the accommodation. Barring extenuating circumstances, this determination should occur within ten days of the receipt of the referral. Appeals to the Senior Vice President of Finance's decision must be made to the Executive Vice President within five days. The Executive Vice President's decision should occur within ten (10) days of appeal. The Executive Vice President's decision will be final.

Reconsideration Process for Non-Worker's Compensation Requests

If the employee is found to be ineligible under ADA, a request for reconsideration may be submitted to the EEO officer in the Office of Equity and Diversity within 10 days of the date of denial letter. The result of the request will be made within 15 days from the date of receipt of the letter. If the request for ADA accommodations is denied after reconsideration, an appeal may be filed with the Executive

Vice President within five days of receipt. A final decision will be made within ten days of the date of receipt of the appeal letter.

Grievance Process

Once an accommodation plan has been approved, it should be followed as established. If for any reason this should not happen, the employee may file a grievance with the EEO officer in the Office Equity and Diversity. An investigation will be done into the matter and a plan will be developed for a resolution between the employee and the head of the appropriate department. The employee will be notified of the results within 30 days of the original receipt of the grievance, barring extenuating circumstances.

*Rowan University currently does not collect data on disabled persons or veterans in the workplace except as necessary to provide reasonable accommodations. The University is in the process of developing a method in the Banner (electronic) system to input disability and veteran data. Once established, the University will survey the workforce requesting self-identification in both areas.

Role of the Office of Equity and Diversity

The Office Equity and Diversity (OED) at Rowan University is charged with the responsibility of monitoring and enforcing compliance with the EEO regulations from both Federal and State levels by investigating and assessing their implementation and application within the institution. It is also responsible for the development of the Affirmative Action Workforce Development Plan as well as the investigation of all complaints that fall under the categories set forth by the New Jersey Policy Prohibiting Discrimination in the Workplace. The Assistant Vice President of Equity and Diversity provides guidance and information to university administrators, deans, department heads, faculty, staff, and students in their efforts to create a diverse and inclusive learning and work environment free of discrimination and harassment. In performing these functions, the Chief Equity Compliance Officer works closely with the Executive Vice President.

Chapter 3: Civil Service

The Civil Service System

Rowan University currently operates under the rules of the state's Civil Service System that provides the opportunity to compete for current and future job vacancies through an open competitive application process. The Civil Service Commission, Division of Selection Services assists state and local government agencies in the recruitment and selection of eligible candidates. The division announces both open competitive and promotional job opportunities, determines eligibility, develops and administers examinations and/or ranks applicants based on qualifications. The division generates eligible lists of candidates by titles for certification by appointing authorities in the State, County and Municipal governments. Applicants must meet the minimum qualification required by Civil Service specifications for available positions.

Competitive and Non-Competitive Titles

Titles that fall under Civil Service rules and regulations fall into two categories: competitive and non-competitive. A Classified (career service) job title in the competitive category is subject to the competitive examination procedures of N.J.A.C. 4A:4-2, except as provided in N.J.A.C. 4A:3-3.2A. The New Jersey Department of Personnel certification procedures govern the course of recruiting for classified vacancies. Interested eligible candidates from lateral and promotional lists generated within the University are considered first.

Pursuant to Civil Service regulations, for positions in the competitive category, the University is allowed only to regularly appoint to that position a candidate who is among the top three interested eligible candidates on an appropriate state generated list. These rules change when veterans are on the list to give a qualified veteran top priority. The candidates have attained those spots as a result of their performance on a test; the University has no input into the eligibility or ranking criteria. The race, gender, ethnicity, and other such demographic information is not provided for anyone so listed. As a result, it is impossible for the University to ascertain whether the list of eligible candidates for any position is, or is not, diverse in any way. The following is a list of job titles in the competitive category used by Rowan University. Eligible applicants to these titles will come from State certified lists:

Administrative Analyst 2
Assistant Housekeeping Supervisor 2
Automotive Mechanic
Campus Police Officer
Carpenter
Chief Operating Engineer 1
Chief Security Officer
Communications Operator
Construction Management Specialist 2
Construction Management Specialist 3

Coordinator Athletic Equip and Facilities
Crew Supervisor Building Maintenance Programs
Crew Supervisor Electricians
Crew Supervisor Locksmiths
Crew Supervisor, Masons and Plasterers
Crew Supervisor, Mechanics
Crew Supervisor, Painters
Customer Service Information Specialist 3
Data Processing Systems Programmer 1
Electrician
Equipment Operator
Head Clerk
Head Greenhouse Worker
Head Grounds Worker
Housekeeping Supervisor 3
Investigator Student Loans
Landscape Technician
Lieutenant - Campus Police
Locksmith
Maintenance Worker 2 Grounds
Mason and Plasterer
Mechanic Non-Automotive
Mechanical Equipment Specialist
Motor Vehicle Operator 1
Operating Engineer Heating & A/C
Painter
Plumber and Steamfitter
Principal Clerk
Principal Clerk Typist
Principal Library Assistant
Principal Payroll Clerk
Principal Stock Clerk
Printing Operations Technician 1
Program Technician
Secretarial Assistant 1
Secretarial Assistant 1 - Non Stenographic
Secretarial Assistant 3
Secretarial Assistant 3 - Non Stenographic
Senior Clerk
Senior Clerk Typist
Senior Communications Operator
Senior Laboratory Technician
Senior Library Assistant
Senior Repairer

Senior Safety Inspector
Senior Security Officer
Senior Stock Clerk
Sergeant Campus Police
Storekeeper 1
Storekeeper 2
Super of Postal Services
Supervising Computer Operator
Supervisor of Accounts
Supervisor of Landscape Maintenance
Technical Assistant 1 - Higher Ed
Technical Assistant 3
Technical Library Assistant
Technical Support Specialist 1
Technician, MIS

Titles in the non-competitive division do not require an examination process. The majority of non-competitive titles are entry level positions in security, facilities, and clerical areas. Listed below are non-competitive titles used by Rowan University.

Advanced Practice Nurse
Assistant Supervisor 1 - Administrative Services
Assistant Supervisor 1 - Computer Services
Assistant Supervisor 1 - Facilities
Assistant Supervisor 2 - Administrative Service
Assistant Supervisor 2 - Facilities
Assistant Supervisor 3 - Administrative Services
Assistant Supervisor 3 - Facilities
Assistant Supervisor 4 - Administrative Services
Assistant Supervisor 4 - Computer Services
Associate Super 2 - Computer Services
Associate Super 2 - Facilities
Associate Super 2- Administrative Services
Bus Driver
Charge Nurse 12 months
Clerk
Clerk Typist
Crew Supervisor Building Maintenance Worker
Grounds Worker
Guard

Library Assistant
Professional Services Specialist 1 - Computer Services
Professional Services Specialist 2 - Administrative Services
Professional Services Specialist 2 - Computer Services
Professional Services Specialist 3 - Administrative Services
Professional Services Specialist 3 - Facilities
Professional Services Specialist 4 - Administrative Services
Professional Services Specialist 4 - Computer Services
Program Assistant - Administrative Services
Program Assistant - Computer Services
Repairer
Security Officer
Senior Building Maintenance Worker
Staff Nurse
Staff Nurse - 10 months
Teaching Assistant
Truck Driver

There are also professional unclassified titles that are treated as other professional titles in regards to advertising and posting. The following are such positions used by Rowan University:

Clinical Psychiatrist - Post Certified
Teacher I
Teacher II

Additionally, faculty and managerial staff positions do not fall under the state's Civil Service system and therefore, are not subject to civil service rules and regulations.

It is the public policy of the State of New Jersey to select and advance employees on the basis of their relative knowledge, skills and abilities; to provide public officials with appropriate appointment, supervisory and other personnel authority to execute properly their constitutional and statutory responsibilities; to encourage and reward meritorious performance by employees in the public service and to retain and separate employees on the basis of their performance. It is also the public policy of this State to ensure equal employment opportunity at all levels of the public service; and to protect career public employees from political coercion and ensure the recognition of such bargaining and other rights as are secured pursuant to other statutes and the collective negotiations law. (Title 11A:1-2, eff. Sept. 25, 1986.)

For more information on the State of New Jersey Civil Service system:

<http://www.nj.gov/csc/about/divisions/selection/>

<http://info.csc.state.nj.us/TitleList/StateList.aspx>

<http://lis.njleg.state.nj.us/cgi->

[bin/om_isapi.dll?clientID=13650784&Depth=2&depth=2&expandheadings=on&headingswithhits=on&hitsperheading=on&infobase=statutes.nfo&record={3968}&softpage=Doc_Frame_PG42](http://lis.njleg.state.nj.us/cgi-bin/om_isapi.dll?clientID=13650784&Depth=2&depth=2&expandheadings=on&headingswithhits=on&hitsperheading=on&infobase=statutes.nfo&record={3968}&softpage=Doc_Frame_PG42)

Note: Managers, faculty, and other AFT titles do not fall under and are not subject to the Civil Service System.

Chapter 4: Administrative Units

Availability and Analysis

Analysis of the demographics of the 2014 Rowan workforce was completed using the 2010 Census data percentages based on the State and Local job category titles for the Special EEO file. Percentage analysis comparing each occupational category to available candidate pools revealed an overall equitable representation of the protected classes at Rowan University. It bears mentioning that there is a possibility of inaccuracy to consider when comparing data from the year 2010 and current actual data in 2014. This is due to the gap of 4 years within which societal changes such as new graduates, change of residence, personal decisions concerning self-identification, etc. are not reflected in the census data. It is important to note that the University data were manually analyzed and transcribed, increasing the possibility of error.

DIVISION OF ADMINISTRATION AND STRATEGIC ADVANCEMENT

The Executive Vice President works very closely with the President, who is a minority male, and both are committed to encouraging a diverse community of leaders as well as employees at Rowan University. They have demonstrated their commitment to diversity by the Executive Vice President's personal engagement with and leadership of the creation of the AAP for 2015. In this capacity, he insisted that the President's Extended Cabinet (consisting of the President, all academic Deans, and all members of the Administrative Cabinet and the Executive Cabinet) participate in a required training in December 2014 on Title IX and EEO, conducted by the Assistant Vice President of Equity and Diversity and the statewide EEO director respectively.

The Executive Vice President has nine (9) direct reports (organizational chart in Appendix A), each of whom was assigned to him when he began his tenure (February 2014). Slightly more than half (5 of 9) are white males; 1 a minority male; 1 a minority female; and 2 white females.

The Executive Vice President also chairs the Administrative Cabinet. It includes 11 members including himself: 3 white males, 4 minority males, and 4 white females. He also chairs the Executive Cabinet which includes 10 members including himself and the President : 6 white males, 1 minority male, and 2 white female. Together, the senior administrative (non-academic) leadership of the university consists of 8 white males, 6 minority males, 5 white females, and 1 minority female.

The Executive Vice President does not control appointments to these cabinets; they are appointments made by the President. In the event that any position becomes open or available in senior management (that is, where the appointing authority is the President), the University will proceed with a keen eye to the diversity of the search committees.

In his role as supervisor of Human Resources and Equity and Diversity, he is using his best efforts to ensure that all searches pay close attention to creating diverse pools of qualified candidates from

which appointments and hires can be made. This includes not only the acquisition of a new online applicant tracking system that ensures that each step in the hiring process comports with best practices, but also that the on-boarding training program be updated to ensure that all new hires are made aware of our policies regarding diversity and respectful workplace.

The division has only one female Asian employee and one Asian male (if the President is also included within the division). This is below what is generally available in higher education leadership circles. However, in both the African American and Hispanic categories, the division is close or higher than the availability percentage. The division is composed of 71.64% female and 28.38% male. Almost 80% of the staff is white.

Within the division of Administration and Strategic Advancement there are several subdivisions and departments. These units have submitted their commitment to good faith efforts, and the methods by which they intend to seek aspirational objectives by means of recruitment and talent development strategies that are specially targeted to their field. Their submissions have been included below with a moderate amount of editing.

University Relations

University Relations departments and divisions across the country tend to be female dominated at the staff levels, but more equally split at the executive level. Racial diversity, however, is more of a challenge in that the fields from which personnel are traditionally drawn from (i.e., journalism, event planning, public relations and graphic arts) do not have a great deal of racial diversity.

The Division of University Relations reflects national employment figures for writers, designers and special event planners—female dominated and too few people of color. That profile can and should change, but it requires strategic planning and a commitment to change.

University Relations intends to take the following steps when hiring personnel:

- 1) Work with Equity and Diversity and/or Human Resources to identify ways to publicize job postings that will attract broad and diverse candidate pools,
- 2) Use conferences to network so that we can identify people and organizations that might have diverse members from which to recruit,
- 3) Identify national professional organizations that serve our respective fields, particularly those with subgroups with underrepresented members,
- 4) When issuing contracts that are subject to discretion, we will look to women and minority-owned businesses or providers for expertise.

In addition to the subscriptions automatically allowed by the online applicant tracking system, below is a list of organizations that the Division may utilize when seeking candidates for open positions:

- CASE, Council for the Advancement and Support of Higher Education
- Public Relations Society of America (Philadelphia Chapter)
- University Advancement's Alumni Office
- College and Universities Public Relations Association of Pennsylvania
- National Black Public Relations Society
- National Association of Black Journalists
- North American Association of Commencement Officers
- Network of Hispanic Public Relations and Marketing Professionals

Strategic Enrollment Management (SEM)

To expand outreach to and recruitment of diverse populations requires a determination to raise awareness of employment opportunities and provide access to allow the pursuit of such opportunities. However, there are instances, for Civil Service and in-unit position openings, in which the University does not have control over the pool from which the Division can hire. SEM intends to use best efforts to ensure that applicant pools are diverse and will track our efforts at all levels of the search process. To accomplish this task, the following initiatives will be employed:

Staff Recruitment Opportunities

- Work with the University's Office of Equity and Diversity and other offices as appropriate to identify and advertise open positions/postings in publications to the targeted populations.
- Utilize identity-based professional development organizations to seek qualified candidates.
- Utilize both print and electronic recruitment sources frequented by professionals in the field. This broad scope of advertising will allow for a diverse population of applicant.
- Use existing part-time employees to develop a future pool of diverse applicants.
- Broaden recruitment pools by identifying individuals with skills and experiences transferable to advancement and recruit and train people in and out of academia for advancement positions.
- Post jobs to American College Personnel Association (ACPA), which is very active on diversity issues.
- Strive to make use of professional listserv, including membership by the AVP for Student Retention on a listserv of professionals who work with retention in the First Year Experience.
- Seek out and use general job sites dedicated to professionals from diverse backgrounds contingent on which are effective and reputable.

Student Development Opportunities

- Educate all Rowan students about diversifying the workforce.
- Use existing student worker positions to nurture an upcoming pool of diverse applicants.

Alumni Opportunities

- Continue to actively network within the alumni pool to recruit a diverse group of potential employees.
- Engage with alumni through university mentoring programs as well as alumni events to create network paths to recruit diverse employees.

Division/Professional Development Opportunities

- Be active members in respective professional organizations. Professional organizations provide unique and encompassing avenues to identify and connect with diverse employees.
- Utilize both print and electronic recruitment sources frequented by professionals in the field. This broad scope of advertising will allow for a diverse population of applicant.

University Advancement

Nationally, people of color made up just 9 percent of advancement staffs in 2013, according to CASE research.² In reviewing the Division data by department, improvement is desirable in all areas.

An analysis of Rowan's Division of University Advancement's 2014 employee population shows a staff that is 71% female and 23% male, with an ethnicity/race that is 95% white. While the gender composition of the staff aligns with professional community source data, the ethnicity composition does not.

Recommendations to Increase Diversity

To expand outreach and recruitment of diverse populations requires an effort to raise awareness of employment opportunities and provide access to allow pursuit of such opportunities. In some instances, for example Civil Service and in-unit position openings; the University does not have control over the pool from which we can make hires.

However, to the extent that the University and Division have discretion in the creation of applicant pools, the University Advancement Division intends to use best efforts to ensure that pools are diverse and will carefully track efforts over the coming year at all levels of the search process. The appropriate unit head(s) and Associate Vice President will be responsible and accountable for monitoring and reporting on these efforts.

² Council for Advancement and Support of Education (CASE) *Currents*, "The Case for Diversity," July/August 2014, page 19.

Specifically, in an effort to ensure readiness and prepare to increase diversity within the Division of University Advancement, the following initiatives are proposed:

Staff Recruitment Opportunities

- Work with the University's Office of Equity and Diversity and other offices as appropriate to identify and advertise open Advancement positions/postings in publications targeted to minority populations.
- Utilize identity-based professional development organizations to find qualified candidates (job boards, etc.) including African American Development Officers Network (aadonetwork.com) and Native Americans in Philanthropy (www.nativephilanthropy.org).
- Broaden recruitment pools by identifying individuals with skills and experiences transferable to advancement and recruit and train people in and out of academia for advancement positions.

Student Development Opportunities

- Take an active role in educating all Rowan students about the Advancement profession as a means of diversifying the workforce, including publicizing job opportunities for phonathon and alumni events throughout campus, especially among minority-focused student organizations.
- Create an "Advancement Fellowship" position to fund one student each semester to work as a paid intern within the Division. The Fellowship will expose the student to the field of professional fundraising and alumni relations as well as provide him/her with valuable experience in the growing field of Advancement. The Division will intend to ensure that diverse students are aware of and apply for these Fellowships.
- Create pipeline opportunities through the STAT "Students Today Alumni Tomorrow" Program. This group works to create awareness among Rowan's future alumni while they are still on campus. Student members educate their peers on the importance of giving back to the University and the impact that alumni gifts make on their current and future students.
- Use existing student worker positions within Advancement to nurture a future pool of diverse development applicants. Use existing student workers to identify minority students who might be interested in being appointed to such positions.

Alumni Opportunities

- Work with Rowan alumni special interest and affinity groups including the Black Alumni Family and Friends Reunion committee to publicize job positions/postings and create awareness of Advancement opportunities.

Division/Professional Development Opportunities

- Include commitment to diversity as part of the Division's annual strategic plan.

- Educate development officers about philanthropic diversity through professional development opportunities, including the Council for Advancement and Support of Education’s “Conference on Diverse Philanthropy and Leadership.”
- Use professional development events, conferences and activities as opportunities to create diverse networks of advancement professionals. Ask colleagues about ways they have pursued diversity among their staff(s) and keep a list of contacts to call upon to help advertise and promote any openings as they occur.

Office of Human Resources

The office of Human Resources is predominantly composed of classified civil service positions. The office must adhere to state generated lists for eligible candidates. This makes it almost impossible to create diverse pools when positions are available. Of the non-classified positions available, including managerial, the best way to recruit diversely is to post in publications like Diverse magazine, and to post on the College and Universities Professional Association for Human Resources (CUPA) website. There are several sites that also cater to Human Resources that allow the posting of positions available, examples of these are: Workforce.com, Society for Human Resource Management (SHRM), National Human Resources Association, and Human Resources Social Network. The membership to associations also will allow for networking to disseminate information about Rowan University non classified positions in the Human Resources department.

Office of Labor Relations

Currently, the Office of Labor Relations (Office) consists of two managerial employees, the Assistant Vice President Labor Relations, and the Labor Relations manager. During April 2014, the Office was highly successful in hiring the best qualified candidate for the newly created position of Labor Relations Manager. The selected candidate was also a member of a minority group not highly represented at Rowan University (Asian).

At the current time, there are no plans to hire additional employees in 2015 for the Office of Labor Relations. However, with the expansive changes at Rowan University, and to prepare for potential additional positions in the future, the following actions will be considered:

- The Office of Labor Relations will utilize the customary search process in place at Rowan University for filling of positions.
- Based on the successful recruitment of a minority candidate from various diverse pools, the Office will also continue to utilize:
 - The listserv for the State of New Jersey Department/College /University

Employee/Labor Relations Coordinators compiled by the Governor's Office of Employee Relations.

- The listserv for HR Directors/Labor Relations positions maintained for meetings of the New Jersey State College/Universities.
- Networking opportunities within the State of New Jersey and surrounding areas for the identification of potentially interested candidates.
- Expand search efforts within groups with a diverse population such as the Labor Relations Section of the N.J. Bar Association and listings of attorneys employed by the N.J. Division of Law in the practice area of Employee/Labor Relations.

Office of Compliance and Corporate Integrity

Over the past 5 years, the office has hired or promoted 4 people. Within the coming calendar year, it is anticipated the opportunity to hire 0 people into management and 0 non-management positions.

Should the need to hire arise, the office intends to be sensitive in the creation of applicant pools. It will be ensured that recruitment efforts are diverse and careful monitoring of the unit's activities over the coming year at all levels of the search process. The Chief Compliance & Privacy Officer will be responsible and accountable for monitoring and reporting on these efforts.

The office will use part-time, intern, and work-study and as a way to promote and generate a diverse pool that may be qualified to apply for full-time positions if/when posted. The office must remain vigilant in regards to the confidentiality of the work and ensure this type of program can flourish in this environment.

The staff will remain active in professional associations where diversity is a key objective and utilize networking opportunities to ensure the office's interest in diversity is publicized. A "rolodex" of diverse professionals will be created as a resource to the office. Examples of these opportunities are:

- AAPC American Academy of Professional Coders
- AHIMA American Health Information Management Association
- HCCA Health Care Compliance Association
- HFMA Healthcare Financial Management Association
- MGMA Medical Group Management Association
- PHIA Professional Healthcare Institute of America

Office of Internal Audit

Since the establishment of the Office of Internal Audit on July 1, 2013 at Rowan University, it has reduced its complement by one position, a Director of Internal Audit.

Within the coming calendar year, the office anticipates the opportunity to hire 0 people into management and 0 non-management positions.

Should the need to hire arise, the office will remain sensitive in the creation of applicant pools. It will ensure efforts are diverse and carefully monitor the unit's activities over the coming year at all levels of the search process. The Chief Internal Auditor will be responsible and accountable for monitoring and reporting on these efforts.

The office may deploy the practice of appointing or hiring part-time/intern, work-study and other workers to help generate a diverse pool that may be qualified to apply for full-time positions if/when posted. The office must remain vigilant in regards to the confidentiality of the work and ensure this type of program can flourish in this environment.

The staff will remain active in professional associations where diversity is a key objective. The Division will utilize networking opportunities to ensure our interest in diversity is publicized. Examples of these opportunities are:

- IIA Institute of Internal Auditors
- ACUA Association of College & University Auditors
- AICPA American Institute of Certified Public Accountants
- ISACA (formerly known as) Information Systems Audit and Control Association
- HFMA Healthcare Financial Management Association

Office of Risk Management and Insurance

There are no plans for the creation of any new positions or additions to the staff over the next fiscal year. Should any positions for the Risk Management and Insurance Department arise, they will be posted on national websites; specifically the University Risk Management and Insurance Association (URMIA) and the American Society for Healthcare Risk Management (ASHRM), both of which have strong diversity and affirmative action policies.

The Senior Director intends to reach out to the National African American Insurance Association (NAAIA), which also has a local Philadelphia chapter. This association was organized to create a network among minority professionals who are employed by insurance companies or self-employed in the insurance industry.

The Senior Director also intends to reach out to professional contacts which would include brokers, insurance companies, other risk managers and higher education contacts to determine if they can assist in identifying qualified minority candidates for any position that might become open.

The Senior Director will also pursue diversity in networking at conferences and professional events to build a broader pool of diverse contacts.

DIVISION OF INFORMATION RESOURCES AND TECHNOLOGY

Over the past 5 years, the division has hired approximately 47 people. Within the next calendar year, the division anticipates the opportunity to hire five new people into the IRT division as management positions.

Most staff positions have historically been considered civil service; as a result, there is no control over the pool from which to make hires.

To the extent the division has discretion in the creation of applicant pools, best efforts will be used to ensure that they are diverse and carefully track the unit's efforts over the coming year at all levels of the search process.

A single person has been designated to handle all new hires in the IRT division. This person will be responsible for utilizing the lists of associations available to post open positions and make sure that it is a diverse recruitment posting process. This person will also be responsible for using the applicant tracking system, will stay in contact with the Office of Equity and Diversity to make sure that the pool is diverse enough to be utilized, and will follow the appropriate steps for the successful posting of an open position.

Future strategies to further enhance the diversity of the unit

The Division intends to pursue the following initiatives:

- List job postings in the following journals/magazines that promote diversity:
 - AHE, Asian Pacific American and Higher Education Issues Journal
 - Journal of Blacks in Higher Education
 - DIVERSE Magazine

- The Hispanic Outlook in Higher Education
 - Minorities and Women in Business
 - Minority Business Entrepreneur
 - Equal Opportunity Magazine
 - Careers & the disABLED Magazine
 - Hispanic Career World Magazine
 - African-American Career World Magazine
- Subscribe to and list in the job postings of the following professional organizations and attend conferences of the organizations with a table/display during career fairs:
 - AIHEC, American Indian Higher Education Consortium
 - AAHE, American Association of Higher Education
 - ACE, American Council on Education
 - ASHE, Association of the Study of Higher Education

Seek or continue membership into the following Continuing Education organizations and list positions as a part of their career search listings:

- UPCEA, University of Professional and Continuing Education Association
- NAEPPDC, National Adult Education and Professional Development Consortium
- Chronicle of Higher Education
- NJAIR and NJEIR

Additionally, the Division intends to post open positions as appropriate to the following sites:

http://careers.insightintodiversity.com/home/9533_rec.cfm

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

<http://www.thinkbeyondthelabel.com/>³

DIVISION OF FINANCE

The Finance Department is committed to the Equal Employment Opportunity Policy and as part of the Affirmative Action plan intends to take the following steps over the coming year:

To the extent that the division has discretion in the creation of applicant pools, the division intends to use best efforts to ensure that they are diverse and carefully track the unit's efforts over the coming

³ Think Beyond the Label is a public-private partnership that delivers information, outreach and resources to businesses, job seekers and the public workforce system to ensure greater recruiting and hiring opportunities for job candidates with disabilities

year at all levels of the search process. The individual Department Manager will be responsible and accountable for monitoring and reporting on these efforts.

The Division commits to the following:

Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur.

Basing employment decisions on the principles of Equal Employment Opportunity. Recruitment, hiring, upgrading, training, and promoting in all job classifications without regard to any protected class.

Including the phrase "Equal Opportunity/Affirmative Action Employer" in all printed employment advertisements and place them in appropriate professional associations where diversity is a key objective. The division will use the special group listserv and posting opportunities to promote new positions as they become available such as the following:

- American Association of Blacks in Higher Education (AABHE)
- American Association of Hispanics in Higher Education (AAHHE)
- AICPA Career Center
- Career Builder
- Chronicle of Higher Education
- HERC
- LinkedIn
- Diverse Issues in Higher Education
- NACUBO
- Positions will be advertised on the State Web site for employment in New Jersey.
- The New Jersey 'One Stop' agency will be contacted and given a copy of the position notice for dissemination and publication.
- 'Hopeworks' of Camden will be contacted and given a copy of the position notice for dissemination and publication

All current employees are encouraged to refer applicants to open positions when announcements are posted by Human Resources.

Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

DIVISION OF HEALTH SCIENCES

Note: the two medical schools are reported separately in Chapter 6.

Overview

An analysis of Rowan's Office of Research employee population shows a staff that is 45 percent female and 55 percent male, with an ethnicity/race that is 73 percent White and 27 percent Asian. While the gender composition of the staff is close to 50 percent, the ethnicity composition does not align with industry availability, particularly among females in the division (100 percent White). In the coming year, the Office of Research expects to hire four new staff members, including two searches that are currently ongoing.

Recommendations to Increase Diversity

To the extent the department has discretion in the creation of applicant pools, best efforts will be used to ensure that they are diverse and the Office will carefully track efforts over the coming year at all levels of the search process. The hiring manager for each position will be responsible and accountable for monitoring and reporting on these efforts. Each department manager will be responsible for including a summary of efforts to increase diversity in their annual report to the Vice President. Annual reporting of data will allow us to track efforts of the Office of Research for increasing the diversity among the staff of the Office.

The following are specific action items that the Office of Research intends to undertake:

Staff Recruitment

- Work with the University's Office of Equity and Diversity and other offices as appropriate to identify and advertise open positions/postings in publications with high minority readership.
- Publicize positions to individuals outside academia with appropriate skill sets via special interest groups. For instance, if hiring a grants accountant, publicize the position with an organization such as the National Association of Black Accountants as well as other similar publications targeting other special interest groups.

Student Development

- Use existing student worker positions within the Office of Research with an eye to the possibility of developing a pool of future job candidates. Publicize these jobs opportunities throughout campus, specifically among student organizations with high participation or interest by minorities.

Alumni Opportunities

- Work with Rowan Alumni Office to identify target groups/individuals for publicizing job opportunities.

Professional Development Opportunities

- Work with the Office of Equity & Diversity, provide a 'diversity awareness' workshop as part of the winter retreat for all staff in the Office of Research.
- Ask professional staff to network at national and regional conferences of professional research organizations to help encourage a more diverse group of applicants for open positions in the Office of Research. The department will also request that any appropriate positions be posted on the listserv of the professional research associations we are affiliated with, which includes the Society for Research Administrators, International and the National Council of University Research Administrators.

DIVISION OF CHIEF OF STAFF

Department of Public Safety and Office of Emergency Management

The goal of the Rowan University Public Safety Affirmative Action Plan is to attract qualified individuals and outline steps to achieve the goals of a diverse ethnic, racial and gender workforce composition in the Department of Public Safety (DPS) and Office of Emergency Management (OEM). The most recent plan was developed in March 2012 and is presently being re-evaluated to ensure compliance with its 3-year assessment update due March 2015. This goal has been, and will remain in place for 2015 DPS/OEM affirmative action planning and recruitment process purposes.

The DPS/OEM affirmative action plan for 2015 will continue to support the University's goal and the department pledges to recruit, attract, and employ the most qualified candidates who wish to pursue a career in public safety with a special emphasis on recruiting underrepresented minorities and females. Executive managerial staff and personnel assigned to candidate search committees will continue to be updated in best practices for creating a diverse workforce within DPS/OEM. Their training will include the below recruitment plan objectives:

- Recruit applicants of underrepresented minorities (African American, Asian, and Hispanic Origin) and females from current state, county, and municipal law enforcement agencies and police academies. Recruitment activities include, but are not limited to:
 - Contact the New Jersey State Association of Chiefs of Police with Public Safety recruitment announcements.
 - Draft, print, and distribute informational brochures that may attract qualified candidates to the agency.
 - Make maximum use of the Rowan University's website to attract qualified candidates to the agency.

- Notify the National Organization of Black Executives (NOBLE) that Rowan Public Safety is seeking qualified applicants for entry level Security Officer Positions, in which we select sworn personnel.
 - Notify all regional, county, and municipal police academies of this agency's desire to recruit underrepresented minority personnel for Security Officer Positions, in which we select sworn personnel.
- Identify, establish and maintain contact with state, county, and municipal-based minority organizations and social support groups including, but not limited to educational, religious, ethnic, racial, and gender-based organizations with special attention to previously identified underrepresented minorities. Activities include, but are not limited to:
 - Send recruitment brochures to these organizations to stimulate interest in a career with the Rowan Public Safety.
 - Attend "Career Days" at local schools, colleges, and minority organizations regarding law enforcement careers with the Public Safety.
 - Make maximum use of Rowan University's Human Resource website to attract qualified candidates to the agency.
 - Advertise open positions in local, state, and regional news media outlets.

During the recruitment of potential candidates for DPS/OEM the University Police and Emergency Services Section of DPS is subject to the provisions of New Jersey Statutes Annotated in Title 11 of New Jersey Civil Service Commission (NJCS) and has limited control over the applicant pool when hiring sworn personnel (campus police officers). The New Jersey Civil Service Commission must administer campus police officer position tests, and ranks the candidates. NJCS will forward the eligible list of candidates to Rowan's Department of Human Resources and when positions become available DPS search panel members will interview eligible candidates for those available positions. Although there is limited control when selecting sworn personnel, DPS fills the positions of sworn campus police officers through the selection and promotion of current Rowan University security officers. Therefore, recruitment efforts aim to fill vacant security officer positions with underrepresented candidates in order to advance qualified security officers into the position of sworn police officers when positions become available.

Over the last 18 months DPS lost two minority individuals via retirement and resignation to accept a police officer position with the Borough of Glassboro. The minority Director of the Security Service Section of DPS retired. This position was assessed for its efficiency and effectiveness due to the changing environment of DPS/OEM with the acquisition of the School of Osteopathic Medicine in Stratford. Although this position is currently vacant, efforts have continued to maintain diversity within DPS/OEM. During this same time period two Rowan campus police officers were selected for

vacant positions (one for the resignation of the minority officer to Glassboro) from the active New Jersey Civil Service eligible list for campus police officer. A black male and a black female were selected from this list. During their Police Academy training the black female did not meet the minimum standards established by the New Jersey Police Training Commission for certification as a campus police officer and was forced to resign. Although she resigned from her campus police position, efforts were initiated to maintain the diversity within the ranks of DPS by reclassifying her position to a Security Officer position and she has maintained her role as an active member of DPS.

DPS/OEM will continue to utilize the numerous strategic partnerships that have been developed with professional organizations that endeavor to enhance diversity within their ranks. The 2015 recruitment process will seek potential DPS/OEM candidates from the following applicant pools and resources in the effort to generate a diverse pool of candidates;

- Human Resources Bulletin Board
- Distribution of job announcement campus wide
- Job Hotlines
- Rowan University Jobs website
- NJ-HERC website
- HigherEdjobs.com website
- Job Fairs
- Local community groups
- Rowan University Law Justice Program
- Camden County Police Academy
- Camden County Hispanic Chamber of Commerce
- Gloucester County Police Academy
- Gloucester County Workforce Investment Board
- New Jersey State Association of Chiefs of Police
- New Jersey Asian American Law Enforcement Association
- Glassboro Park and Recreation, Glassboro Branch (Library)
- Hispanic Law Enforcement Association of Union County Inc., HLEAUC, Inc.
- The National Organization of Black Executives (NOBLE)

The 2015 affirmative action plan shall be reviewed and evaluated by the Assistant Vice President of DPS/OEM or his executive staff member designee on an ongoing basis. The following data will be included during this review and evaluation in the department's effort to successfully meet the objectives of this plan;

- Number of applicants vs. the number of minority applicants.
- Number of applicants hired vs. the number of minority applicants hired.

- Number of Career Days attended.
- Progress towards goals

DPS/OEM members are committed to the goals and objectives of this plan and this affirmative action plan is subject to change in creating a diverse workforce better representative of the Rowan community that they serve.

Department of Athletics

The Athletic Department is committed to following all the guidelines that the Department has established to insure all principals of equality are met when hiring. Athletics is always promoting diversity within the department, whether this is head coaches, assistant coaches or support staff. The Director encourages all hiring committees to use all the resources available to the department to increase the minority applicant pool. The Athletic Director and Associate Director work closely with head coaches to make sure they are acting in accordance with the Affirmative Action Plan when they are in the process of hiring new part-time assistants.

The Athletic Department is in the forefront of applying for and receiving internships and grants from organizations that promote minority and female coaching positions.

The Athletic Department is committed to following our work force development plan which insures equality when hiring new employees. The following strategies will be used to achieve the Department's objectives:

- Work closely with the office of Equity and Diversity to advertise in all areas that will increase the minority applicant pool.
- Reach out to Alumni and friends to help identify quality candidates.
- Continue to have Head Coaches look into recruiting minorities and females to be in the applicant pool for assistant coaching positions.
- Advertise and use networking opportunities in professional associations to publicize open positions.
- Continue to seek grants, interns and other funding to help diversify the applicant pool.
- Continue to hire part-time, interns and ¾ time staff workers to help create a diverse pool of applicants that will qualify for open full-time positions within the Athletics Department.

During the past three years, the department has completed the following:

- Promoted a female to Associate Athletic Director, which is the most senior position other than the Director.

- The administrative staff of Athletics is comprised of four females and one male.
- Applied for and received a NCAA Women and Minority grant that turns into a full-time position after three years, Business Manager.
- Applied for and received three National Football League Players Association Internship Program Grants (2007, 2010, 2014), all minorities.
- Hired 5 new Head Coaches last summer, one of which is female and one is a minority male.

The department will advertise in the following:

- IWLCA - Intercollegiate Women's Lacrosse Coaching Association
- US Women's Lacrosse
- NFHCA - National Field Hockey Coaches Association
- AFCA - American Football Coaches Association
- National Football Foundation and College Hall of Fame
- New Jersey Football Coaches Association
- Brooks Irvine Memorial Football Club
- Touchdown Club of South Jersey
- Maxwell Football Club
- Adam Taliaferro Foundation Advisory Committee
- USTFCCCA – US Track & Field Cross Country Coaches Association
- CoSIDA – College Sports Information Directors of America
- ECAC-SIDA – Eastern College Athletic Conference Sports Information Directors Association
- NACDA – National Association of Collegiate Directors of Athletics
- USA Swimming
- USA Diving
- CACAA - College Swimming Coaches Association of America
- ASCA - American Swimming Coaches Association
- ABCA – American Baseball Coaches Association
- NABC – National Association of Basketball Coaches
- San Cozen Small College Coaches Association
- Al Carino Basketball Club of South Jersey
- Markward Basketball Club of Philadelphia
- CABMA – College Athletic Business Management Association
- American Volleyball Coaches Association
- NFCA – National Fastpitch Coaches Association
- NSCAA – National Soccer Coaches Association of America
- WBCA – Women's Basketball Coaches Association
- NACWAA – National Association of Collegiate Women Athletics Administrators

DIVISION OF FACILITIES OPERATIONS

In this Division, on average across all available categories, 69% of personnel self-identify as White, Black or African American at 14.5%, Hispanic or Latino 9.8%, and Asian at 5.1%

Actions for Outreach

- Depending on the position type, be it technical or nontechnical, there are associations and periodicals that are focused on diverse audiences. The division will advertise in at least two periodicals or trade journals beyond the University's standard subscription list. Union employment halls will also be targeted.
- Use different venues to advertise and promote inclusiveness. Radio stations geared towards particular ethnic groups may be of benefit to broadcast that Rowan University is available, growing, and a place for potential employment at all levels and is an equal employment opportunity employer.
- Develop strategies leading towards informing local persons of diverse backgrounds that employment opportunities exist. Local churches, groceries, libraries, and schools would be a reasonable and possibly effective means of disseminating that message.

Actions for Selection Process

- The division will strategically select members for search committees to ensure fair and diverse representation in order to minimize bias.
- Search committees in the Division will maintain contact with the Office of Equity and Diversity in order to verify that candidate pools are diverse and certified .
- The division will confer with the Office of Equity and Diversity to ensure that posting and recruitment initiatives are indeed diverse.

DIVISION OF GOVERNMENT AFFAIRS AND GENERAL COUNSEL

Fostering diversity is a shared goal among many universities' Offices of General Counsel.⁴ As students, faculty and staff become more diverse every year and as universities aspire to increase diversity as well as to serve the needs of diverse populations, the need for a diverse Office of General Counsel becomes more apparent.

⁴ See NACUA Note, FOSTERING DIVERSITY IN THE CAMPUS COUNSEL'S OFFICE at

<http://counsel.cua.edu/affirmative/publications/nacuanotediversitycounseloffice.cfm>.

However, data collected by the American Council on Education demonstrates the continued difficulties in addressing the lack of diversity, especially among senior campus officials, where data shows support to lack of diversity.⁵ With respect specifically to the legal profession, although minorities and women are clearly making inroads in the legal profession, data continues to show that these groups are underrepresented in general in the profession and struggle to reach the top ranks in their professions.⁶

Nationally, according to a study conducted by the Institute for Inclusion in the Legal Profession in 2011, women accounted for nearly one-third of the profession. Of minorities, black individuals were the best represented group at 4.7 percent of the legal profession and overall, minorities comprised 11.6 percent of the legal profession which was an increase from 9.7 percent in 2000.⁷ However, in that same time frame, minorities represented 37 percent of the general population.⁸ The disparity between minority representation in the population and minority representation in the legal profession demonstrates that significant work remains in ensuring that minorities are actively encouraged to enter the legal profession. Further, the statistics demonstrate that work remains to be done in outreach and recruiting as well as effective management and support of diverse employees once they are hired.⁹

An analysis of Rowan's General Counsel's Office 2014 employee population shows a staff that is predominantly white, with 89% representation by white employees. The support staff consists of white female employees and the legal professional staff is also predominantly female and primarily white. Information available relating to minority representation in the hiring community shows that the ethnic composition of the Office of General Counsel is not reflective of its community and efforts must be made in this area.

Plan to Increase Diversity

To expand outreach and recruitment of diverse populations requires an effort to raise awareness of employment opportunities and provide access to allow pursuit of such opportunities. The Office of General Counsel is limited in some respects due to its relatively small size and historical developments in the department. First, the department is comprised of only eight (8) staff, four of whom joined Rowan as the direct result of the Restructuring that occurred as part of the Integration of the School of

⁵ See American Council on Education, The American College President Study at <http://www.acenet.edu/the-presidency/columns-and-features/Pages/The-American-College-President-Study.aspx>.

⁶ See Women, Minorities Still Underrepresented in the Law: Study, at <http://www.law360.com/articles/269677/women-minorities-still-underrepresented-in-law-study>.

⁷ Id.

⁸ See U.S. Census Bureau Projections Show a Slower Growing, Older, More Diverse Nation a Half Century from Now at <https://www.census.gov/newsroom/releases/archives/population/cb12-243.html>.

⁹ NACUA Note at <http://counsel.cua.edu/affirmative/publications/nacuanotediversitycounseloffice.cfm>.

Osteopathic Medicine into Rowan. Little turnover is expected in the department and the presence of some unionized positions limits the ability to maximize impact in the recruitment of those positions. However, to the extent that the Office of General Counsel has the ability to recruit qualified applicants through applicant pools, the Office of General Counsel will use best efforts to ensure that such pools are diverse and will carefully track such efforts at all levels of the search process. The General Counsel and Senior Vice President of Government Relations will be responsible and accountable for monitoring and reporting on these efforts.

In the foreseeable future, the Office of General Counsel anticipates that one position for a legal professional will become available due to the retirement of a current professional. That position vacancy will offer an opportunity to recruit from a diverse talent pool.

With respect to this position as well as with respect to the Office of General Counsel in general, in an effort to increase diversity, the following initiatives will be implemented and/or continued:

Recruitment Opportunities

- Advertise legal professional and staff positions/postings in publications targeted to minority populations as well as through organizations with diverse representation and affinity groups. Diverse: Issues in Higher Education at <http://diverseeducation.com/#> is an example of such a publication.
- Use identity-based professional development organizations to find qualified candidates, such as the Association of Black Women Lawyers at <http://abwl-nj.org/resources/>, Hispanic Bar Association of New Jersey at <http://www.njhba.org/>, and Barristers Association of Philadelphia, <http://phillybarristers.com/>.
- Outreach to professionals in the field who work with diverse communities and professionals for potential referrals for open positions.

Student Development Opportunities

- Educate Rowan students about the legal profession and opportunities in the profession as a means of diversifying the workforce, including publicizing job opportunities for internships and student workers, especially among minority-focused student organizations.
- Continue to work with externship programs in schools with diverse student populations, including Rutgers School of Law at Camden and Kline School of Law at Drexel University, for potential legal professionals to nurture a future pool of diverse applicants.

Department/Professional Development Opportunities

- Continue to participate in the National Association of College and University Attorneys (“NACUA”). NACUA has specifically articulated its commitment to diversity in the University General Counsel’s Office and has included same in its strategic planning process. Use available

resources and conference opportunities to educate internal staff about ways to increase diversity within the Department and University.

- Use professional development events, conferences and activities as opportunities to create diverse networks of legal professionals. Work with sister schools to develop best practices for advancing diversity in the legal office.

Diversity is truly an expanding concept and means that the General Counsel's Office and the University must diligently pursue the creation of an environment enriched by a multitude of backgrounds and perspectives. A truly diverse department will seek to include individuals of various backgrounds and experiences beyond ethnicity and gender. A department inclusive of a truly diverse employee population will be better able to meet the needs of a diverse student population as well as the diverse needs of other stakeholders. Through a comprehensive approach consisting of recruitment, talent development, and managing internal talent, the Office of General Counsel intends to better reflect the composition of Rowan University as a whole, which will result in a better department and a better University.

Chapter 5: Academic Units

Within the division of Academic Affairs there are several colleges and departments. These units have submitted their plans to use good faith efforts to bring greater diversity into their areas, using the dissemination of information and strategies that are specific to their field. Their submissions have been included below with only slight editing.

PROVOST'S OFFICE

Overview

The senior leadership team that reports to the Provost/Senior Vice President of Academic Affairs consists of the seven academic deans, three Vice Presidents (Academic Affairs, Student Life, Global Learning and Partnerships), the Associate Provost for Library Services, and one faculty member temporarily assigned to the office in the role of Provost Fellow. Of these 12 positions, five (including four deans) are staffed by females. Two (17%) of these leaders are African American and one (8%) is Latino. The gender and ethnicity percentages meet or exceed the population from which they are derived.

The Provost office has two secretarial staff, both of whom are white females. The secretarial staff is hired through an internal pool who have advanced through a civil service system; as noted elsewhere, there is no control over the pool from which hires can be made.

Three units report directly to the office of the Provost – the Registrar, the Faculty Center, and the Honors Program. In each case, the leader of the unit is female (100%) and one is African American (33%). These percentages exceed the national pool.

Recommendations to Increase Diversity

We take great pride in the diversity of our academic leadership team. We intend to remain vigilant in expanding outreach and recruitment of diverse populations, which requires an effort to raise awareness of employment opportunities and provide access to allow pursuit of such opportunities

To the extent that we have discretion in the creation of applicant pools, the Academic Affairs Division will use best efforts to ensure that pools are diverse and will carefully track our efforts over the coming year at all levels of the search process. The appropriate unit head(s) and Associate Vice President will be responsible and accountable for monitoring and reporting on these efforts.

Specifically, in an effort to ensure readiness and prepare to increase diversity within the Division of Academic Affairs the following initiatives are proposed:

Staff Recruitment Opportunities

- Work with the University's Office of Equity and Diversity and other offices as appropriate to identify and advertise open Advancement positions/postings in publications targeted to minority populations.
- Utilize identity-based professional development organizations to find qualified candidates (job boards, etc.) including the American Association of Blacks in Higher Education (www.blacksinhighered.org) and the Hispanic Association of Colleges and Universities (www.hacu.net)

Division/Professional Development Opportunities

- Include commitment to diversity as part of the Division's annual strategic plan and assess it at the end of each year.
- Increase the deans' and leadership team's knowledge about diversity through professional development opportunities.
- Use professional development events, conferences and activities as opportunities to create diverse networks of advancement professionals. Ask colleagues about ways they have pursued diversity among their staff(s) and keep a list of contacts to call upon to help advertise and promote any openings as they occur.
- Ensure that the academic departments continue to hire a diverse faculty to provide a pool of diverse candidate for internal promotion opportunities.

COLLEGE OF COMMUNICATION AND CREATIVE ARTS

As a whole, the diversity of the College of Communication and Creative Arts is representative of national availability of candidates in the areas represented in the college. In staff positions, the College has been somewhat less successful in achieving diversity. However, it should be noted that most of our staff positions are Civil Service; as a result, there is no control over the pool from which to make hires.

The College is cognizant of the relative lack of diversity in available candidates for faculty and staff in its areas of focus. For this reason, the College remains committed to building a more diverse college, to better represent and reflect the culture in which its students will live and work. Thus, where there is discretion in the creation of applicant pools, best efforts will be used to ensure that they are diverse and to carefully track all units' efforts over the coming year at all levels of the search process. The department chairs and dean will be responsible and accountable for monitoring and reporting on these efforts.

All of the areas/departments of CCCA hold memberships in national and regional organizations that have units representing diverse voices. The departments will continue to be participative in such organizations to make Rowan more visible to diverse candidates. As an example, for the 2015 meeting of the Eastern Communication Association, CCCA will be sponsoring the Voices of Diversity Interest Group. Additionally, CCCA will use the special group listserv and posting opportunities to promote new positions as they become available. Some of these include:

Eastern Communication Association - Voices of Diversity Interest Group, Intercultural Communication Interest Group, National Communication Association – African American Communication and Culture Division, Asian/Pacific American Communication Studies Division, Latino/Latina Communication Studies Division, Feminist and Women’s Studies Division, GLBTQ Division, Disability Issues Caucus, La Raza Caucus, Women’s Caucus, Caucus on LGBTQ Concerns, Black Caucus, Asian/Pacific American Caucus, Association for Education in Journalism and Mass Communication – Minorities and Communication Division, International Communication Division, GLBT Interest Group, National Association of Black Journalists, National Council of Teachers of English – Black Caucus, Latino/a Caucus, American Indian Caucus, Asian/Asian American Caucus, Disability Studies Special Interest Group, College Art Association – Committee on Diversity Practices, National Art Education Association – Committee on Multiethnic Concerns, Women’s Caucus, LBGT Issues Caucus, Public Relations Society of America – Diversity Committee, International Communication Association – Ethnicity and Race in Communication Division, Intercultural Communication Division, LGBTQ Studies,

In addition to these practices, the college will continue to support faculty and student research and creative efforts and curricula that represent and recognize diverse populations and viewpoints. Recent examples of such work include but are not limited to: an analyses of public relations efforts in China; an examination of corporate PR in Belarus, Russia, and the Ukraine; a study of communication ethics in a diverse world; a documentary film about breaking out of poverty in Lagos, Nigeria; a documentary film about homelessness in the U.S.; an examination of trust and distrust in intercultural communication; a rhetorical analysis of presentations of the American Indian at national museums; and, a study of communication privacy management in transracial, international adoptive families. Such efforts not only contribute to the understanding of diverse perspectives and experiences in communication and creativity, but also reflect and represent to students and potential job candidates our dedication to diversity issues.

COLLEGE OF SCIENCE AND MATHEMATICS

The Communication Workers of America (CWA) union positions (clerical) are considered Civil Service, and as a result, the college has no control over the pool from which to hire for these positions. The CWA Laboratory Support positions have a higher-level required skill set and often are filled through regional open searches. In FY11, the AFT Professional Staff position was an open search. For CSM in the past 5 years, Managerial hires have all been internal hires.

For the coming year, the College will have 12 searches for tenure-track faculty positions of varying rank. There is currently an open search for the Dean of the College of Science & Mathematics. Any potential new CWA and AFT positions will be requested in the FY16 budget request.

Position Advertisements

All positions posted for CSM and SBSHP are automatically posted by the Provost's Office onto national job search sites that are standard for higher education.

University Standard Venues:

- Higher Education Jobs: <http://www.higheredjobs.edu/jobs>
- Inside Higher Education: <http://www.insideshighered.edu/jobs>
- National Higher Education Recruitment Consortium: <http://www.hercjobs.org>
- Diversity in Higher Education: <http://diversejobs.net>

In addition to the University Standard Venues, tenure-track faculty positions are posted to:

- Chronicle of Higher Education Job Search: https://chroniclevitae.com/job_search

In addition to the University Standard Venues, three-quarter time faculty positions are posted to:

- Career Builder: <http://www.careerbuilder.com>

For all open searches, CSM and SBSHP take several steps in recruiting a highly talented, diverse pool of applicants. All positions are posted to the national professional organization of the appropriate discipline. Extra effort is taken across all departments to send the position advertisement to the relevant department chairs at all regional institutions of higher education. In addition, all departments take advantage of professional listservs targeting special interest groups to ensure that we recruit a diverse pool of applicants.

The hiring manager of each search carefully tracks their unit's efforts at all levels of the search process. The hiring manager of the search is responsible and accountable for monitoring and reporting these efforts. Currently all searches post the position advertisement (both paid and unpaid) with additional efforts dependent on the discipline and field.

CSM and SBSHP Standard Position Recruitment Procedure:

- Posted on a national professional organization of the discipline's job posting website (paid and unpaid venues)
- Posted on special interest listservs of the discipline where available
- Manually emailed to the appropriate department(s) head(s), PIs, and Directors of higher education to all institutions in the tri-state region (NJ/PA/DE)
- Manually emailed to select chairs/directors/PIs of national and regional research programs, national laboratories, and graduate programs relevant to the position for distribution

Please see the CSM advertising by discipline list below for standard department recruitment procedures for individual departments in CSM and SBSHP.

Best Practices for Recruiting Diversity

CSM and SBSHP recognize that increasing the diversity of hiring pools will help increase the diversity of the College, School, and University. CSM strives to follow “*Best Practices to Recruit and Retain Diverse Faculty*” as outlined by Ann Springer of the American Association of University Professors (<http://www.aaup.org/issues/diversity-affirmative-action/diversify-faculty>, San Francisco March 2006). To further these practices, all search committees will be encouraged to read and follow these strategies.

The College will strive to:

1. Standardize the Process that includes a specific a recruitment plan for under-represented groups for all searches.
2. Commit to Diversity by all Levels of the Organization (Deans, Chairs, Faculty, Staff)
3. Create Global and Circular Diversity (ensuring diversity issues are part of the program goals)
4. Interrupt Routines and Eliminate Myths (assuming that the quality minority candidates wouldn't be interested or available)

The College will utilize specific strategies to recruit diversity:

1. Expand Networks
2. Advertise/Publicize Widely
3. Recruit directly

The College will seek grant and funding opportunities to increase diversity by:

1. Committing to submit an NSF ADVANCE grant
2. Working with University Advancement to find funding opportunities from private foundations (such as the Ford Foundation) that target increasing diversity

3. Aggressively pursuing special programs within NIH and NSF that target diversity
4. College of Science & Mathematics advertising sites by discipline:

Biological Sciences

Job Listing Sites:

- Science Careers: <http://sciencecareers.sciencemag.org>
- Naturejobs: <http://www.nature.com/naturejobs/science/>

Additional:

- Emails to contacts and area universities
- Listserv and Facebook of the Society for Integrative Biology <http://www.sicb.org/>
- Listservs of the relevant professional society depending on the field

Chemistry & Biochemistry

Job Listing Sites:

- C&E News: <http://cen.acs.org/departments/employment.html>
- Naturejobs: <http://www.nature.com/naturejobs/science/>
- Emails to contacts and area universities
- Listservs of the relevant professional society depending on the position field

Computer Science

Job Listing Sites:

- Association for Computing Machinery: <http://jobs.acm.org>
- IEEE Computer Society Jobs: <http://careers.computer.org>

Additional:

- Manual location of relevant degree programs nationwide and circulation of the position announcement among the faculty through a personal email
- Manual email to department chairs of faculty's PhD institutions
- Manual visitation of the websites of all colleges and universities in NJ, eastern PA and DE. Position announcement shared among the faculty through a personal email message

Mathematics

Job Listing Sites:

- American Statistical Association, <http://www.amstat.org>
- Nature Jobs. <http://www.nature.com>
- Mathematical Association of America Job, <http://www.maa.org>

Additional:

- Manually emailed to all institutions in the tri-state region (NJ/PA/DE) of higher education to the appropriate department(s) head(s), and Directors

Nursing

Job Listing Sites:

- National League of Nursing: www.nln.org/careers

Additional:

- Manually emailed to all institutions in the tri-state region (NJ/PA/DE) of higher education to the appropriate department(s) head(s), and Directors
- Manually emailed to prospective individual faculty who meet criteria of position

Physics & Astronomy

Job Listing Sites:

- American Institute of Physics Job Board: aip.org

Additional:

- Women in Physics Listserv: wiphys@lists.apsmsgs.org
- American Astronomical Society Women Listserv: aaswlist.org
- Manual location of relevant degree programs nationwide and circulation of the position announcement among the faculty through a personal email
- Manually emailed to select chairs/directors/PIs of national and regional research programs, national laboratories, and graduate programs relevant to the position for distribution

Psychology

Job Listing Sites:

- American Psychological Association (All positions)
- Association for Behavior and Cognitive Therapy (Clinical positions)
- Association for Behavior Analysis International (Behavior positions)
- Academic Careers (with Diversity Package)

Additional:

- Direct email to chairs and/or training directors at programs related to search area
- Direct email to Training Directors of programs related to the search area as identified in the American Psychological Association's Directory of Doctoral Training Programs, Directory of Post-doctoral Training Programs, and Directory of Internship Training Programs with Training Opportunities in Primary Care Psychology

School of Biomedical Science & Health Professions:

Biomedical and Translational Sciences

Job Listing Sites:

- Science Careers: <http://sciencecareers.sciencemag.org>
- American Society for Biochemistry and Molecular Biology: <http://www.asbmb.org/careers/>
- Naturejobs: <http://www.nature.com/naturejobs/science/>

Additional:

- Emails to contacts and area universities by identified expertise
- Emails to institutions with a combination of big health data analytics and bioinformatics: Columbia, University of Pittsburgh, and Temple

Health & Exercise Science

Job Listing Sites:

- National Wellness Institute job board: nationalwellness.org
- American Alliance of Health, Physical Education, Recreation and Dance (now called SHAPE): shapeamerica.org
- American Society for Nutrition Job Board: nutrition.org
- HealthCareers.com (focus on Eatright.org, which is the nutrition section)
- NDEP listserv for Nutrition and Dietetic Education and Practice

Additional:

- An ad in the program brochure of the Black Doctoral Network Conference in Philadelphia, October 2014
- Manual visitation of the websites of the 72 Historically Black Colleges and Universities
- Manual location of relevant degree programs and circulation of the position announcement among the faculty through a personal email
- Manual visitation of the websites of all colleges and universities in NJ, eastern PA and DE that have degree programs in nutrition. Position announcement shared among the faculty through a personal email message.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

The College of Humanities and Social Sciences (CHSS) began operation on July 1, 2012, having previously been part of the larger College of Liberal Arts and Sciences, with a new leadership team. In Fall 2014, the base period for this report, 69 Faculty, 11 Clerical and Secretarial personnel, 3 Executive and Managerial personnel, and 5 Other Professional personnel were employed. During the past two years of operation, 14 Faculty and 2 Clerical and Secretarial personnel were hired as full-time employees in the College. As these four categories have very different hiring pools, this report will discuss each category separately.

Faculty

CHSS has 8 departments with assigned faculty, each reflecting a separate academic discipline with its own unique hiring pool. Each department is relatively small, employing between 5 and 12 full-time faculty members. While this raises difficulties in comparing the diversity of our faculty to that of their respective disciplinary pools, most of our departments appear to reasonably reflect their potential

applicants with respect to race and gender. Nonetheless, one of our departments clearly lags behind the others with respect to diversity, the Department of Geography and Environment, and will therefore be given particular attention in the future.

Hiring of faculty operates on an annual cycle, established by each discipline. Each year, universities across the country announce their intent to hire faculty in a particular field, and the pool of potential applicants is replenished by candidates completing their degrees or returning to the market in search of a new position. Over the course of the year, universities seeking new faculty accept and review applications, and eventually offer positions to their preferred candidates from the available pool. Given this existing hiring process in the profession, two new practices to improve our ability to attract a diverse faculty will be implemented. First, when hiring announcements are posted, outreach will be expanded beyond the traditional national organizations to ensure that groups representing women and minorities in the relevant disciplines are particularly notified of our search. While there are various outlets for each of the many individual disciplines within CHSS, the following is a representative list:

Diversejobs.net

Journal of Blacks in Higher Education

Journal of Blacks in Criminal Justice

Committee on the Status of Minority Groups in the Economics Profession

American Political Science Association Committees on Standing in the Profession

Latin American Studies Association

US Society for Women in Philosophy

Canadian Society for Women in Philosophy

Second, we are working with our departments to expedite our review of applicants. Experience has shown that, as other universities make offers to candidates, the pool of available applicants becomes less and less diverse as the cycle progresses.

Clerical and Secretarial Personnel

The Clerical and Secretarial Personnel in CHSS appear to be representative of the available applicant pool with respect to most racial groups. However, we appear to lag with respect to Hispanic or Latino and Male staff in this employment category. These positions are traditionally classified as Civil Service. Therefore, the selection process is tightly regulated by statewide rules and labor agreements. Consequently, we have little control over the finalist pool from which we can make hires.

Executive/Administrative and Managerial Positions

CHSS has a very small managerial team consisting of only 3 employees in the Dean's Office, limiting the possibility for staff diversity. Nonetheless, we are taking two steps to increase the likelihood of future

diversity. Since two of the three positions are typically recruited from the faculty, we will use our best efforts to identify and mentor faculty, particularly racial minorities, who have the potential to serve effectively as managers in the future. Second, we are seeking to hire additional staff in part-time positions, providing diverse employees with a foothold that could help them gain full-time employment throughout the university.

Other Professionals

This category covers a wide range of job types, some of which have hiring processes identical to that of Clerical and Secretarial Personnel and others that are more akin to the processes for Faculty or for technical staff. In order to achieve needed diversity in this category, we will utilize the efforts contained in the related sections above.

COLLEGE OF EDUCATION

The College of Education (COE) is committed to diversity in the following ways: ensuring curriculum and experiences prepare for diversity, recruitment and retention of diverse students and faculty, ensuring opportunities for our students to engage with diverse community partners. Currently, the college is engaged in a self-study in preparation for a national accreditation visit. The self-study includes the development of a recruitment and retention plan for students and faculty, including part-time and clinical faculty. Additionally, the faculty are critically examining the curriculum and experiences across programs to ensure that all COE students have a firm understanding of diversity and demonstrate their knowledge, skills, and dispositions in this area. The data provided by the Office of Diversity and Equity offered a glance of the departments in the unit based on racial diversity. However, the data failed to capture ethnic diversity and accurate availability data for programs represented in the departments. The college has a standing committee on Continuous Improvement in Diversity and is making progress in developing structures, policies and practices to address diversity in a more significant manner that results in a more diverse and inclusive environment. Further information on recruitment and retention of faculty and staff is provided in the table below.

	Recruitment	Recruitment	Recruitment	Recruitment	Retention
	Journals/ Magazines	Organi- zations	Conferences	Programs/ Activities/ Collaborations	Programs/Activities/ Collaborations
Tenure Track Faculty	- Inside Higher Education - The Chronicle - Hispanic Outlook in	Posting on Educational Research organization Websites with particular	- <i>Distribute notices at National Conventions and to the listserv - Holmes</i>	• Faculty of Color Post Doctoral Research Fellowship (competitive)	Opportunities for diverse faculty to work with diverse students - <i>Faculty Learning Center Group</i>

	Higher Education - Diverse Issues in Higher Education -Hispanic Outlook in Higher Education	focus on SIGS having to do with diversity	<i>Partnership, AERA, ALER, NCTE, IRA, LRA, ASHE, ACPA, NACDA, ACA, NASPA, NAME, CEC, AACTE</i>	• Books, journals and articles on topics related to diversity available in the Faculty Center	<i>focused on faculty of color in the academy</i> <i>-FOC mentorships with a tenured faculty member</i> <i>-Roundtables or poster sessions at COE research forums</i> <i>-Professional Development on how to connect diversity beyond a topic to concept and pedagogy</i>
Instructors	- Inside Higher Education - The Chronicle - Hispanic Outlook in Higher Education - Diverse Issues in Higher Education	Posting on Educational Research organization Websites with particular focus on SIGS having to do with diversity	- <i>Distribute notices at National Conventions and to the listserv - AACTE, AERA, NAME, NCTE, IRA, LRA, CEC,</i>	• Books, journals and articles on topics related to diversity available in the Faculty Center • Postings at HBCUs	Symposia on Culturally Responsive Practice <i>-Professional Development on how to connect diversity beyond a topic to concept and pedagogy</i>
Adjuncts	- Inside Higher Education - The Chronicle - Hispanic Outlook in Higher Education - Diverse Issues in Higher Education	Posting on Educational Research organization Websites with particular focus on SIGS having to do with diversity	- <i>Distribute notices at National Conventions and to the listserv - AERA, NCTE, IRA, LRA</i>	• Books, journals and articles on topics related to diversity available in the Faculty Center • Postings at HBCUs • Adjunct Open House	Symposia on Culturally Responsive Practice <i>-Professional Development on how to connect diversity beyond a topic to concept and pedagogy</i>
Staff	Local newspapers i.e. South Jersey Journal	NA	NA	Events such as Women's Professional Network	NA

ROHRER COLLEGE OF BUSINESS

FACULTY and MANAGERIAL POSITIONS

Beginning the recruitment process early in the academic year will provide the opportunity for the most diverse pool of candidates.

Search committees will be made aware of affirmative action recruitment goals for their search, making every effort to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals while selecting the best qualified applicant.

Using the AACSB International Recruitment Ad Package will enhance the diversity of applicants by reaching active and passive job seekers worldwide by generating leads for candidate referrals and connecting with high-caliber job seekers who support our mission and vision. This would include the following:

Digital and Print	http://www.bizedmagazine.com/advertise/classifieds/default.asp
Online	BizSchoolJobs.com .
E-mail	Career Link

In addition, the College will employ targeted recruitment through outreach to under-represented groups, to ensure their representation in the applicant pool. For example, see <http://www.aacsb.edu/en/members/affinity-groups/>

The College will also utilize Diversity Job Boards and Networking Websites for targeted recruitment. Examples would be as follows for areas in which the RCB could improve:

General Diversity

- Hire Diversity
- America's Job Exchange
- Insight into Diversity
- Workplace Diversity

African American/Black

- The Black Perspective
- National Urban League
- National Forum for Black Public Administrators
- National Black MBA Association
- The Journal of Blacks in Higher Education

Native American/American Indian

- Native Web

Tribal Employment Newsletter (Native Jobs)
American Indian Science & Engineering Society

Hispanic/Latino

iHispano

LatPro

Saludos

Association of Latino Professionals in Finance and Accounting

National Society of Hispanic MBAs

Latinos in Higher Education

Industry-Specific Diversity Job Boards & Networking Websites

Finance/Accounting/Budget

Association of Latino Professionals in Finance and Accounting

National Black MBA Association

National Society of Hispanic MBAs

Student Affairs/Higher Education

American Association of Hispanics in Higher Education

Asians in Higher Education

Latinos in Higher Education

The Journal of Blacks in Higher Education

Women in Higher Education

Technology

Dice

Women in Technology

CLERICAL POSITIONS

Most of the College's clerical positions have historically been considered Civil Service. As a result, there is no control over the pool from which to make hires.

COLLEGE OF PERFORMING ARTS

The data provided by the Office of Equity and Diversity reveal that the College's faculty/staff profile is generally as diverse as the overall availability pool, with three exceptions:

1. Women are underrepresented in the faculty of both departments

2. There are no Hispanics or Asians in any category in the college office or academic departments.
3. All employees in non-faculty positions are white.

Going forward, the College of Performing Arts will remain aware of these differences in all searches, and be proactive in advertising positions to ensure large and diverse pools of applicants for all positions. This should include targeted postings and networking to ensure that minority candidates are aware and encouraged to apply for all positions.

The College of Performing Arts proposes to enhance its hiring practices by advertising with the following: (Note that several of the national associations listed below will reach all areas of the Arts, including Music, Theatre and dance.)

National Association of Latino Arts and Cultures: <http://nalac.org>

Women's Band Directors International: <http://womenbanddirectors.org/>

National Association of Negro Musicians: <http://www.nanm.org>

ATHE (Association for Theater in Higher Education) Job bank: http://www.athe.org/?page=Job_Bank

[This organization is a well-known umbrella for sub-groups including: The Black Theatre Association, Latino/Latina Focus Group, Women and Theatre Group.]

ARTSEARCH: <http://www.tcg.org/artsearch/> [This is the primary venue for academic theatre job announcements and reaches an international readership.]

Black Theatre Association: <https://www.facebook.com/blacktheatreassociation>

Latino/Latina Focus Group:

ASTR (American Society for Theatre Research) Job Bank:

<https://astr.siteym.com/store/ListProducts.aspx?catid=225079> [This organization has vast membership and hosts an annual conference and a job posting site that reaches theatre professionals and academics around the world.]

National Dance Education Organization:

http://www.ndeo.org/content.aspx?page_id=0&club_id=893257&sl=330795979

COLLEGE OF ENGINEERING

Engineering is a field that has a well-documented deficit in the recruitment of students from historically underrepresented groups as well as women. The College of Engineering, therefore, strives

to maintain a diverse student body and to assist in the creation of a diverse workforce in the field of engineering. The employees of the Rowan University College of Engineering consist of managerial professionals, faculty, technical and professional staff and clerical staff. The largest population of this group is our faculty.

Over the last 20 months, the College of Engineering has hired 11 new full-time faculty members. The recruitment and hiring process has provided for a balanced pool and new faculty population that has matched well with the national demographics for new faculty hires and doctoral graduates as reported by the American Society of Engineering Education.

Faculty positions in the College of Engineering are posted by the Provost's Office on national higher education job search sites which include:

- Higher Education jobs: <http://www.higheredjobs.edu/jobs>
- Inside Higher Education: <http://www.insidehighered.edu/jobs>
- National Higher Education Recruitment Consortium: <http://www.hercjobs.org>
- Diversity in Higher Education: <http://diversejobs.net>

In addition to such standard hiring protocols, the College of Engineering commits to the following:

- Continue to emphasize diversity in the faculty hiring pool by advertising through professional organizations, trade journals as well as at national meetings.
- Actively participate and advertise positions with organizations that promote diversity including but not limited to:
 - National Society of Black Engineers (NSBE)
 - National GEM Consortium
 - Society for Women Engineers
 - Society for Hispanic Professional Engineers (SHPE)

A majority of the non-faculty staff positions have historically been considered Civil Service; as a result, the College has no control over the pool from which we can make hires due to tightly regulated statewide rules and labor agreements. The College, however, commits to continually striving to create diverse candidate pools to the best of its ability in this regard for Civil Service positions. The College also remains committed to the creation of diverse applicant pools and training for search committees for professional staff positions. The College will use best efforts to ensure that they are diverse and carefully track the unit's efforts over the coming year at all levels of the search process. The Dean will be responsible and accountable for monitoring and reporting on these efforts.

GLOBAL LEARNING & PARTNERSHIPS

Unit's data

In 2009 the unit (under the name of College of Professional & Continuing Education— CPCE) had a total of 23 staff members (as a combination of clerical, professional, and managerial). Of the 23, 15 (65.3%) were female and 8 (34.7%) male. Furthermore there was one (4.3%) Hispanic and one Black (4.3%) staff members.

In June 2014 the unit reported a total of 33 staff members, again as a combination of clerical, professional, and managerial personnel. Of these 33, 17 (51.5%) were female and 16 (48.5%) were male. Furthermore, there were three (9.1%) Hispanic, three (9.1%) Black, and one (3%) Asian staff members.

In September 2014 the above unit changed its profile and its name (Global Learning & Partnerships) (“Rowan Global”) by incorporating four staff members from the Camden campus, of which 3 are female. In addition, of the four, two are Hispanic and one Black.

Therefore, as of November 2014 the composition of Rowan Global is as follows:

- Total Personnel: 37
- Female: 20 (54%)
- Male: 17 (46%)
- Hispanic: 5 (13.5%)
- Black: 4 (10.8%)
- Asian: 1 (2.7%)
- White: 27 (72.9%)

Upon comparison of our composition and availability data, the representation of female and minorities at Rowan Global is well aligned with the regional and national indicators.

Nature of the jobs within Rowan Global

At Rowan Global job opportunities can be divided into the following categories:

Managerial with an emphasis on higher education
Marketing and website management
Student recruiting
Student counseling/advising
Instructional design
Clerical/secretarial

Publications currently used for posting job opportunities

The unit has posted its new openings through the following channels

- Technomedia (Rowan website)
- Higher Ed Jobs
- Inside Higher Ed.
- Higher Ed Recruitment Consortium

In general, given the current diversity profile of the unit, these venues have yielded positive results.

Future strategies to further enhance the diversity of the unit

The following recruitment strategies will be undertaken:

List job postings in the following journals/magazines that promote diversity:

- AHE, Asian Pacific American and Higher Education Issues Journal
- Journal of Blacks in Higher Education
- DIVERSE Magazine
- The Hispanic Outlook in Higher Education
- Minorities and Women in Business
- Minority Business Entrepreneur
- Equal Opportunity Magazine
- Careers & the disABLED Magazine
- Hispanic Career World Magazine
- African-American Career World Magazine

Subscribe to and list in the job postings of the following professional organizations and attend conferences of the organizations with a table/display during career fairs:

- AIHEC, American Indian Higher Education Consortium
- AAHE, American Association of Higher Education
- ACE, American Council on Education
- ASHE, Association of the Study of Higher Education

Seek or continue membership into the following Continuing Education organizations and list positions as a part of their career search listings:

- UPCEA, University of Professional and Continuing Education Association
- NAEPDC, National Adult Education and Professional Development Consortium
- AAACE, American Association for Adult and Continuing Education
- LERN, Learning Resources Network
- Higheredjobs.com - adult and continuing education careers

DIVISION OF STUDENT LIFE

I. Overview

Over the past three years the Division of Student Life has been successful in recruiting and hiring a diverse workforce to support the mission of Rowan University and its students. While the Division has made substantial strides, there is still work to be done in certain areas that do not meet the threshold for availability in particular underrepresented groups.

The chart included in this overview shows the total number of full-time workers employed by the Division of Student Life as 103 and highlights accomplishments in hiring practices of designated groups, and generally list areas where additional work needs to be done. Section II outlines the goals for recruitment in areas where workforce diversity needs to be maintained and improved.

American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Two or more races	White	No Response	Total
2	1	27	8	2	62	3	103
1.94% of 103	.971% of 103	26.21% of 103	7.76% of 103	1.94% of 103	60.19% of 103	2.91% of 103	

The Division of Student Life either meets or exceeds the percentage of availability in clerical, other professionals, skilled crafts, service/maintenance, executive/administrative and managerial for Black or African American females, meets or exceeds in the categories of other professionals and service/maintenance for Hispanic or Latino females, and meets or exceeds in the categories of clerical and other professionals for White females.

The Division of Student Life either meets or exceeds the percentage of availability in other professionals skilled craft, service/maintenance executive/administrative and managerial for Black or African American males, meets or exceeds in the categories of skilled crafts for Hispanic or Latino males, and meets or exceeds the percentage of availability in other professionals and executive/administrative and managerial for white males.

Conversely, the Division of Student Life needs to address the gaps with American Indian or Alaskan Native, Asian, and Latino populations in order to better reflect the availability of talent in the State of New Jersey.

II. The following are the general goals and major initiatives generated to maintain and increase a diverse workplace in the Division of Student Life and will demonstrate "good faith efforts" to address underutilization.

Goal 1

Foster a total campus environment that respects and welcomes diversity in the workplace.

Rationale: This program will demonstrate that the Division of Student Life is a supportive workplace and, through word of mouth, show applicants/candidates that the Division is welcoming to all.

Action Items

Affinity Groups: Groups that give employees in Student Life a safe place to explore and share particular issues unique to their affinity group in order to educate, support and mentor members on issues related to their experiences.

Programming/Workshops: Strategies to foster a positive and supportive campus community will include opportunities for dialogue, education, cultural enrichment, and for sharing information and addressing concerns about the climate for diversity on campus.

Communication: Increase internal and external communication across the University about diversity programs, efforts, successes, and challenges through the use of university and department publications and technology (electronic mail and web sites). Increased communication among all areas of the University working on diversity goals will be measured by increased collaboration and sharing of information and resources.

Goal 2

Maintain the number of under-represented individuals in all positions consistent with candidate availability.

Rationale: Demonstrate the commitment to workplace diversity through intentional marketing using industry best practices and quality data.

Action Items

Searches: In partnership with the Office of Equity and Diversity, the Division of Student Life will conduct ongoing training and monitoring to ensure procedures implemented are the most effective in increasing diversity. The search process will include recruitment designed to garner a diverse pool of applicants to enhance the appointment of an increased number of underrepresented individuals.

Periodic Assessment: Periodic assessment of the student life workforce will be conducted to determine the retention rate of underrepresented employees.

Goal 3

Strengthen alliances with diverse community, professional and ethnic organizations to yield a diverse applicant pool.

Action Items

Partnerships: Continue to develop partnerships with graduate schools in the area to promote relationships between Rowan University faculty, staff, and students. Examples of interactions might include opportunities for internships, training, seminars, lectures, student mentoring and opportunities for inclusion in a variety of existing University activities.

Advisory Committees: Encourage advisory committees to include members of the Black/African American, Asian/Pacific American, Hispanic/Latino, and Native American communities, to provide advice and guidance to the Division to help foster diverse perspectives. Additionally, encourage members of the Rowan University community to participate in community boards, organizations, and committees that exemplify diverse goals and missions.

Professional and Ethnic Organizations: In addition to using the traditional methods of advertising for available positions (HigherEdJobs, The Chronicle of Higher Education, and area media outlets), the Division will also utilize the following organizations to advertise available opportunities:

American Psychiatric Association (APA)

American College Personnel Association (ACPA)

National Association for Student Activities

NASPA, Student Affairs Administrators in Higher Education Special Interest Groups

National Association for Colored People (NAACP)

New Jersey Psychological Association

NIRSA: Leaders in Collegiate Recreation

LatinosinHigherEd.com

Association of Black Psychologists

National Latina/o Psychological Association

Goal 4

Participate in the identification of strategies to ensure the continued evaluation of University diversity recruiting efforts, including opportunities for feedback and ongoing communication.

Action Items

Participation: Encourage staff participation on University committees that promote diversity initiatives (The Vice President is currently a member of the University Diversity Committee).

Contact Lists: Cultivate contacts such as area Chief Student Affairs Officers in other universities to discuss ways they have pursued diversity among their staff(s) and use contacts to assist with the advertising and promotion of openings as they occur.

Chapter 6: Medical Schools

Rowan University is one of only two universities in the country that have schools of both osteopathic medicine (Rowan School of Osteopathic Medicine) and MD degree-granting medicine (Cooper Medical School of Rowan University). As noted above, their deans report directly to the President, but they are also overseen by the Senior Vice President for Health Sciences and part of the Deans’ Council convened and chaired by the Provost.

SCHOOL OF OSTEOPATHIC MEDICINE

Overview

Rowan University School of Osteopathic Medicine (RowanSOM) is a leader in providing quality and affordable medical education, and its graduates provide a major source of primary care physicians for the state of New Jersey. RowanSOM is ranked #1 of all US osteopathic medical schools in student diversity, and its school and student-organized programs continue to support the school’s commitment to diversity. RowanSOM has been dedicated to excellence in education and research that provides a robust environment of many cultures and lifestyles, which will prepare future physicians to provide the finest medical care to serve all populations in our local communities and globally.

On July 1, 2013, RowanSOM, formerly known as the University of Medicine and Dentistry of New Jersey School of Osteopathic Medicine, was integrated with Rowan University, as a result of The New Jersey Medical and Health Sciences Education Restructuring Act. Only the data following the merger are available for this report.

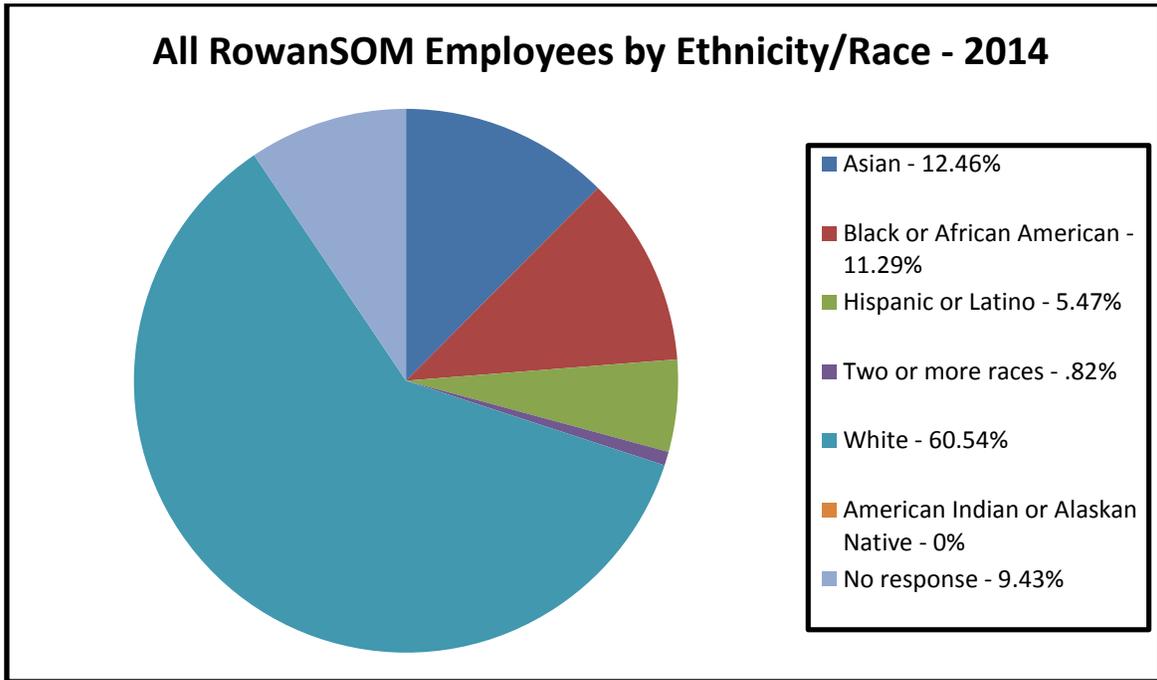
RowanSOM Employment Data

Based on the data supplied by the Office of Equity & Diversity, RowanSOM reports a total of 859 employees. Job categories include but are not limited to clerical, custodial, clinical, educational, managerial and professional.

The total overall breakdown of RowanSOM employees is as follows:

RowanSOM Employees as of September 2014:		
By Gender:		
Male		340
Female		519
By Ethnicity/Race:		
American Indian or Alaskan Native	0	
Asian	107	
Black or African American	97	
Hispanic or Latino	47	
Two or more races	7	
White	520	
No response	81	
Total Number of Employees:		859

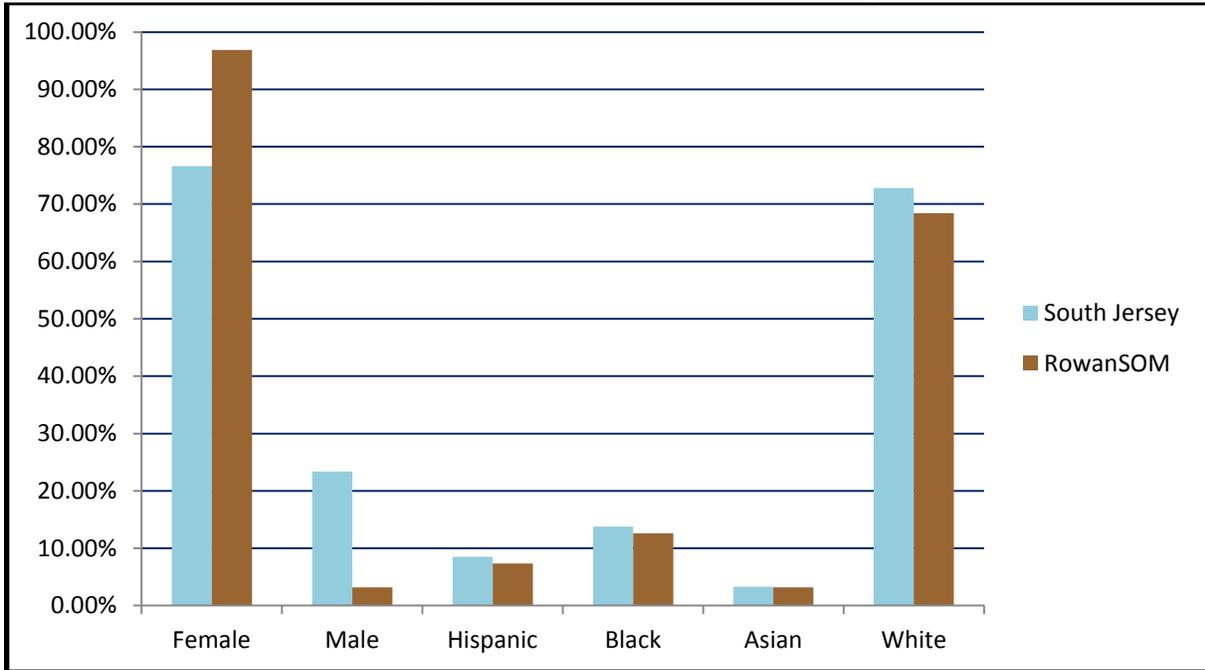
Representation of Ethnicity/Race of RowanSOM Employees by Percentage:



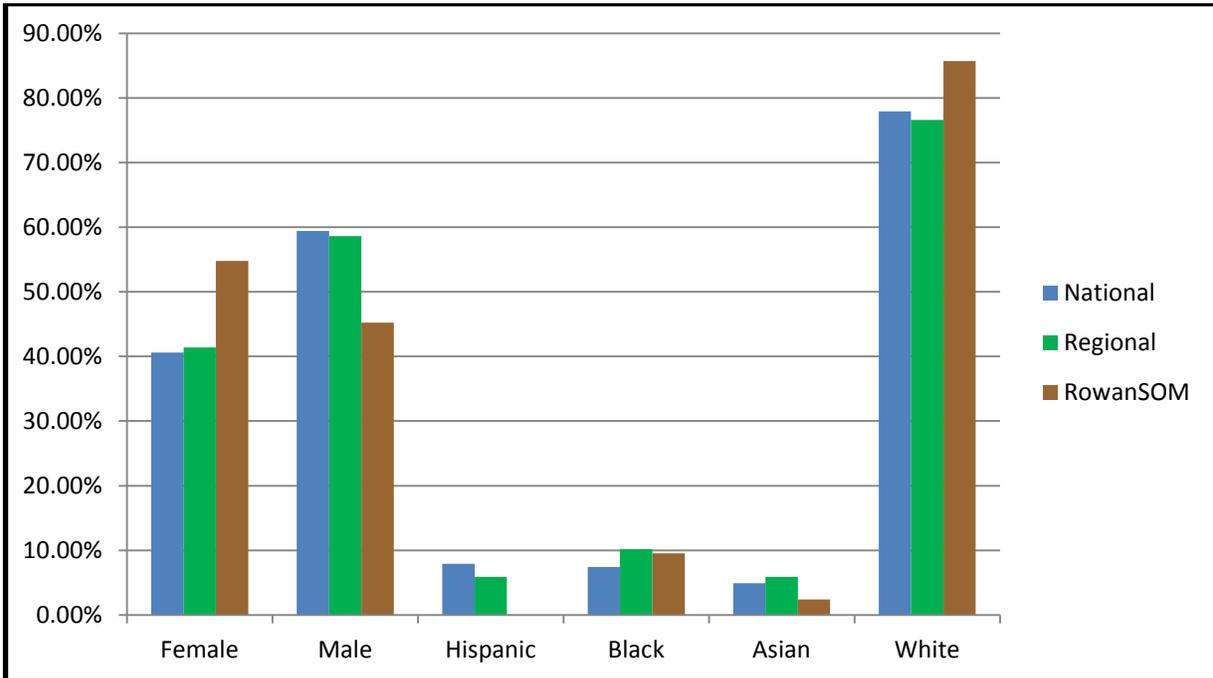
Comparison of RowanSOM Data

Listed below are the local, regional, and national estimated percentages of employees by category by ethnicity/race that was provided by the Office of Office of Equity and Diversity, and were compared to the figures for RowanSOM.

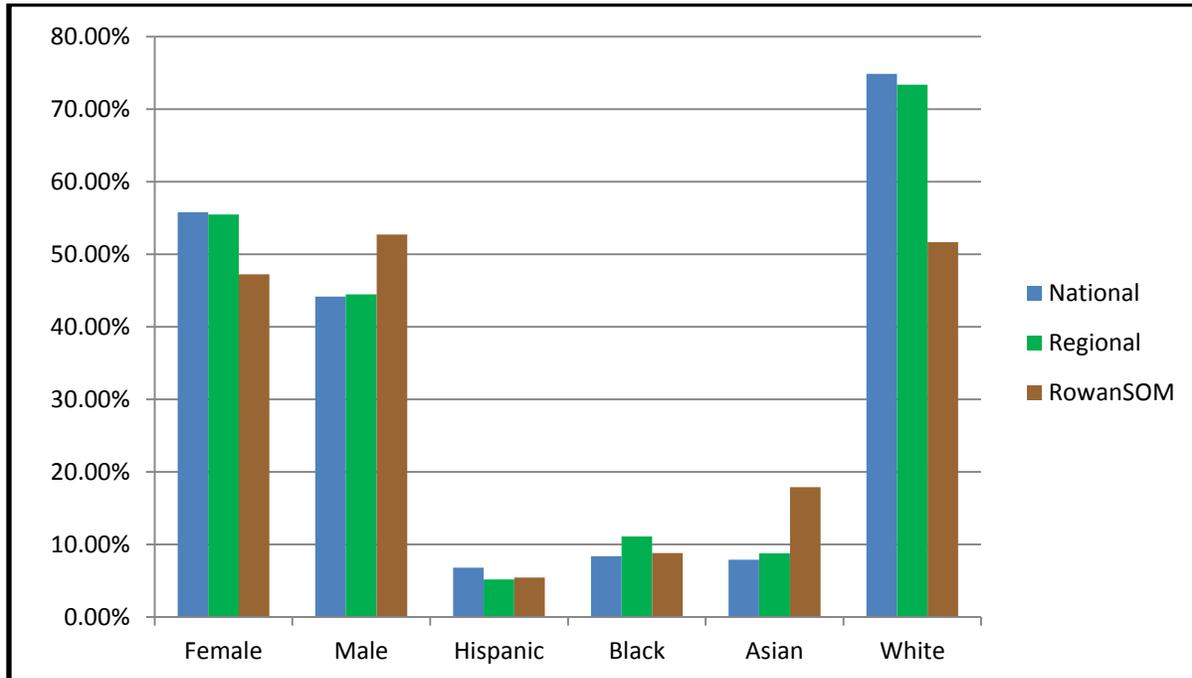
Diversity of RowanSOM Employees who hold Secretarial/Clerical Positions vs. South Jersey area



Officials/Administrator Positions at RowanSOM vs. National and Regional Percentages



Professional Positions at RowanSOM vs. National and Regional Percentages



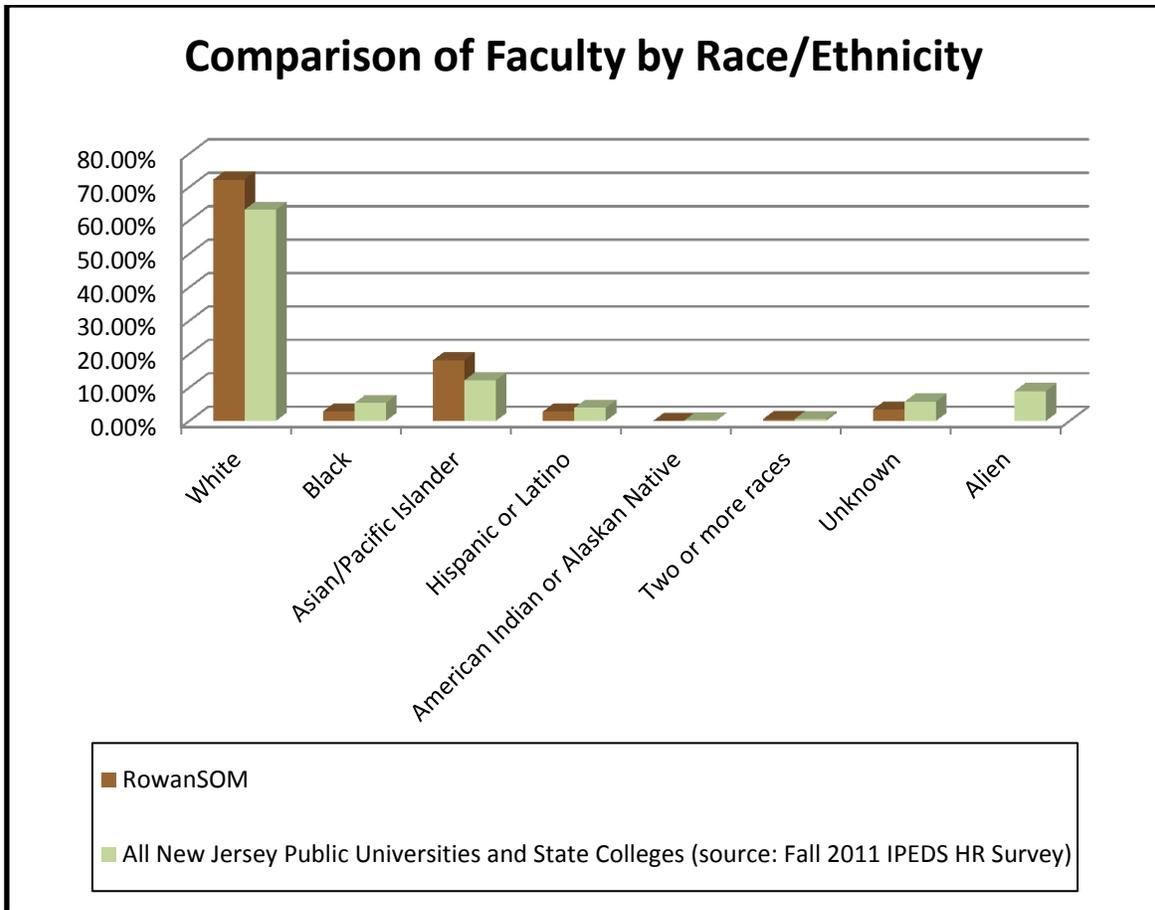
Diversity of RowanSOM Faculty

In comparing the demographics of RowanSOM faculty to the demographics of faculty at all four-year Jersey public universities and state colleges, RowanSOM ranked slightly below the state average:

Comparison of RowanSOM Faculty vs. All New Jersey Public Universities and State Colleges		
Ethnicity/Race	RowanSOM	All NJ State Universities and State Colleges*
White	72.16%	63.17%
Black	2.84%	5.34%
Asian/Pacific Islander	18.18%	12.16%
Hispanic or Latino	2.84%	3.92%
American Indian or Alaskan Native	0%	.17%
Two or more races	.57%	.56%
Unknown	3.41%	5.76%
Alien	0%	8.92%

*Source: Fall 2011 IPEDS Human Resources Survey

(<http://www.nj.gov/highereducation/documents/pdf/statistics/faculty/2011.pdf>)



Our Commitment for Obtaining New Strategies to Improve Diversity in Employment at RowanSOM

As part of the commitment to the mission and values at RowanSOM, the School must maintain a diverse body of employees who likewise mirror the commitment to diversity and inclusivity. Rowan SOM will continue to procure a wide-ranging pool of applicants from varying backgrounds and experiences, including but not limited to race, color, religion, gender, sexual orientation, gender identity, national origin, disability, age, military status, and veteran status. The following recruitment strategies will be rolled out:

- 1) Advertise new job postings on professional organization websites and other media sources that align with RowanSOM’s mission and values in order to procure a wide selection of qualified candidates in order to reach target populations. At this time, the websites include:

- ❖ Association of Black Foundation Executives
- ❖ Howard University Alumni Network
- ❖ Latin America’s Professional Network
- ❖ DiversityInc.com
- ❖ Affirmative Action Register

- ❖ Academic Diversity Search, Inc.
- ❖ IM Diversity
- ❖ Women for Hire
- ❖ Minority Professional Network

2) Maintain affiliations with professional organizations, and attend their organized events and activities, including but not limited to conferences, symposiums, seminars, and continuing medical education (CME) trainings, the School will continue to grow an ever-increasing network of people who value and share our common goal. At this time, annual conferences held by the following professional medical organizations are attended by RowanSOM:

- ❖ AOA – American Osteopathic Association – annual Osteopathic Medical Conference & Exposition
- ❖ AACOM – American Association of Colleges of Osteopathic Medicine
- ❖ ACOI – American College of Osteopathic Internists
- ❖ AJAOPS - New Jersey Association of Osteopathic Physicians and Surgeons - AROC Annual Conference

The Office of the RowanSOM Chief Operating Officer will continue to track diversity among new faculty and staff hires. For positions where there are specific areas of concerns, they will be posted on the sources noted above.

COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY

Cooper Medical School Employees as of September 2014:		
By Gender:		
Male		39 (45%)
Female		48 (55%)
By Ethnicity/Race:		
American Indian or Alaskan Native	2 (2.3%)	
Asian	2 (2.3%)	
Black or African American	15 (17.2%)	
Hispanic or Latino	3 (3.4%)	
Two or more races	0	
White	62 (71.3%)	
No response	3 (3.4%)	
Total Number of Employees:		87

Cooper Medical School of Rowan University (CMSRU) is committed to workplace diversity and inclusivity. Diversity is incorporated into the mission, vision, curriculum, admissions and community outreach. We firmly believe that excellence cannot be achieved without diversity. The chart above represents data on CMSRU/Rowan employees only (not clinical faculty employed by Cooper University Health Care, the primary clinical affiliate) as of September 2014. This includes clerical, custodial, service, faculty, and administrative staff. There have been several hires since that time with the actual current full-time employee count at 108.

Recruitment and employment

At CMSRU, all hiring managers are responsible for seeking and recruiting individuals from diverse backgrounds. The dean, vice dean for faculty affairs, departmental chairs, and the associate dean for diversity and community affairs, work together in the recruitment and retention of a diverse faculty. In addition, the Rowan University Assistant Vice President for equity and diversity is consulted as needed. Across the country, there is a shortage of physicians from underrepresented in medicine (URM) backgrounds.

The parent organization of MD-granting medical schools’ – the Association of American Medical Colleges (AAMC) - definition of “underrepresented in medicine” (URM) is:

"Underrepresented in medicine means those racial and ethnic populations that are underrepresented in the medical profession relative to their numbers in the general population."

Represented in this URM category are: Black/African American, Latino/Hispanic, American Indian and Pacific Islander/Alaskan Native populations. To address this issue in our work/learning environment, CMSRU leadership works to develop programs to improve the pool of qualified candidates and collaborates with the senior Vice President of human resources and department chairs of Cooper University Health Care to educate about the importance of hiring diverse post-graduate physicians as part of the Graduate Medical Education (GME) programs. The associate dean of diversity and community affairs has also assisted in creating diversity plans and has given presentations at executive level meetings to address strategic diversity initiatives.

Position Postings/Advertisements

To attract a diverse pool of qualified candidates from the broadest possible national base, CMSRU has requested that Rowan HR post positions in various advertising venues including: Chronicle of Higher Education, Black Enterprise, and Hispanic Outlook in Higher Education. Other standard university venues include: Higher Education Jobs, Inside Higher Education and Diversity in Higher Education. Faculty positions are shared with colleagues across the country through an inter-institutional effort of diversity representatives.

CMSRU has partnered with neighboring medical schools (Drexel University College of Medicine, Sidney Kimmel Medical College of Thomas Jefferson University, Perelman School of Medicine of the University of Pennsylvania, Philadelphia College of Osteopathic Medicine, Temple University School of Medicine and Rowan School of Osteopathic Medicine) to form the Regional Cooperative for Minority Faculty Development (RCMFD). This group is working together to address overall minority physician workforce issues as well as faculty development/advancement.

Additionally, CMSRU continues to work to implement practices suggested by the AAMC to increase faculty diversity in its document “Striving Toward Excellence: Faculty Diversity in Medical Education”:

- Increasing awareness of diversity in academic medicine – by clarification of definition
- Proactive marketing of academic medicine as a career option (highlight diverse faculty profiles on Websites)
- Combining recruitment and retention initiatives (e.g., with Historically Black Colleges and Universities and the National Association of Advisors for the Health Professions; recruitment of minority chief residents in the GME programs for careers in academic medicine; outreach to qualified non-premed students)
- Instituting Professional Development and Mentoring Programs
- Instituting Leadership Development Programs
- Increasing awareness and mentoring regarding the promotion process (and value mentoring in the promotional process!)

- Creating of resource databases – mentors/mentees (including those inside and outside the institution);
- Engaging the medical school’s deans in diversity efforts
- Increasing pipeline of minorities by encouraging pursuit of academic medicine to students; conduct exit interview to determine reasons for faculty leaving – to adjust policies around cultural climate

CMSRU affirms the commitment to diversity in our diversity statement and policy:

Diversity Statement

Cooper Medical School of Rowan University is committed to providing an academic and work environment that respects the contributions, talent, and diverse experiences of all of our students, faculty, and staff. Our core values include a commitment to diversity, collaboration, and mutual respect. We embrace the philosophy that excellence in medical education, research, and clinical practice is best achieved through promoting diversity in its broadest definition and maintaining an academic and work environment free of discrimination. We pledge to build and sustain a learning community where diversity is celebrated, and to foster access to medical education to learners from all segments of society. We consider inclusivity to be a responsibility of everyone in our learning environment.

It is a goal of CMSRU to increase the number of students and faculty members from those groups underrepresented in medicine, as well as in positions of leadership and in the higher academic ranks. It is also our goal to create an academic environment that is welcoming and respectful of the diversity of all.

Diversity Policy

PURPOSE: Excellence in medical education, research, and clinical practice is best achieved through promoting diversity and maintaining an academic and work environment free of discrimination.

POLICY: Cooper Medical School of Rowan University is committed to providing an academic and work environment that respects the contributions, talent, and diverse experiences of all of our students, faculty and staff. Our core values include a commitment to: personal mentorship, diversity and equity, professionalism, collaboration and mutual respect, civic responsibility, patient advocacy, and life-long learning.

SCOPE: This policy applies to all applicants, students, faculty and staff of CMSRU.

DEFINITIONS:

Discrimination – Unfair or unfavorable treatment of a person or class of persons based on race, color, creed, ethnic background, religion, sex, age, national origin, ancestry, atypical hereditary cellular or blood trait, genetic information, marital status, sexual orientation, sexual preference, disability, handicap, service in the Armed Forces of the United States, or being a disabled veteran of the Vietnam era, except as otherwise permitted by law.

PROCEDURE:

CMSRU is committed to demonstrate fair and equitable treatment and will actively pursue the elimination of any areas of unequal treatment.

The mission of CMSRU can only be obtained by practicing a standard of non-discrimination in all activities.

CMSRU incorporates social justice and diversity in all of its functions including admissions, student affairs, faculty affairs, academic affairs, clinical practices, curriculum, research, and community service. The Office of Diversity and Community Affairs engages faculty and students to develop and maintain an environment which embraces and respects the diverse educational and larger community. It creates partnerships to establish priorities, to ensure social justice, inclusion, and cultural competence that are promoted within the institution and our larger community. The Office of Diversity and Community Affairs will continue to collaborate with hospitals, physician practices, universities, community colleges, elementary, middle and secondary schools, nongovernmental organizations, regional and community organizations to develop initiatives that will further improve the healthcare and societal experiences for disadvantaged communities, such as the creation of a pipeline to medical professions and community service programs. In addition, collaborations will also sought be to further our commitment to diversity and decrease health disparities in the community and surrounding region. The Office of Diversity and Community Affairs will regularly assess diversity achievement and contribute information and programming to support diversity within the school's strategic planning function.

The CMSRU curriculum is designed to prepare future physicians to practice in a diverse society and facilitates physician training in basic principles of culturally competent health care, recognition of health care disparities and the development of solutions to such burdens, the importance of meeting the health care needs of medically underserved populations, and the development of core professional attributes needed to provide effective care in a multi-dimensionally diverse society.

The Office of Equity and Diversity of Rowan University is responsible to ensure all employment activities are administered in accordance with the New Jersey State Policy prohibiting discrimination in the workplace and the Equal Employment Opportunity policy.

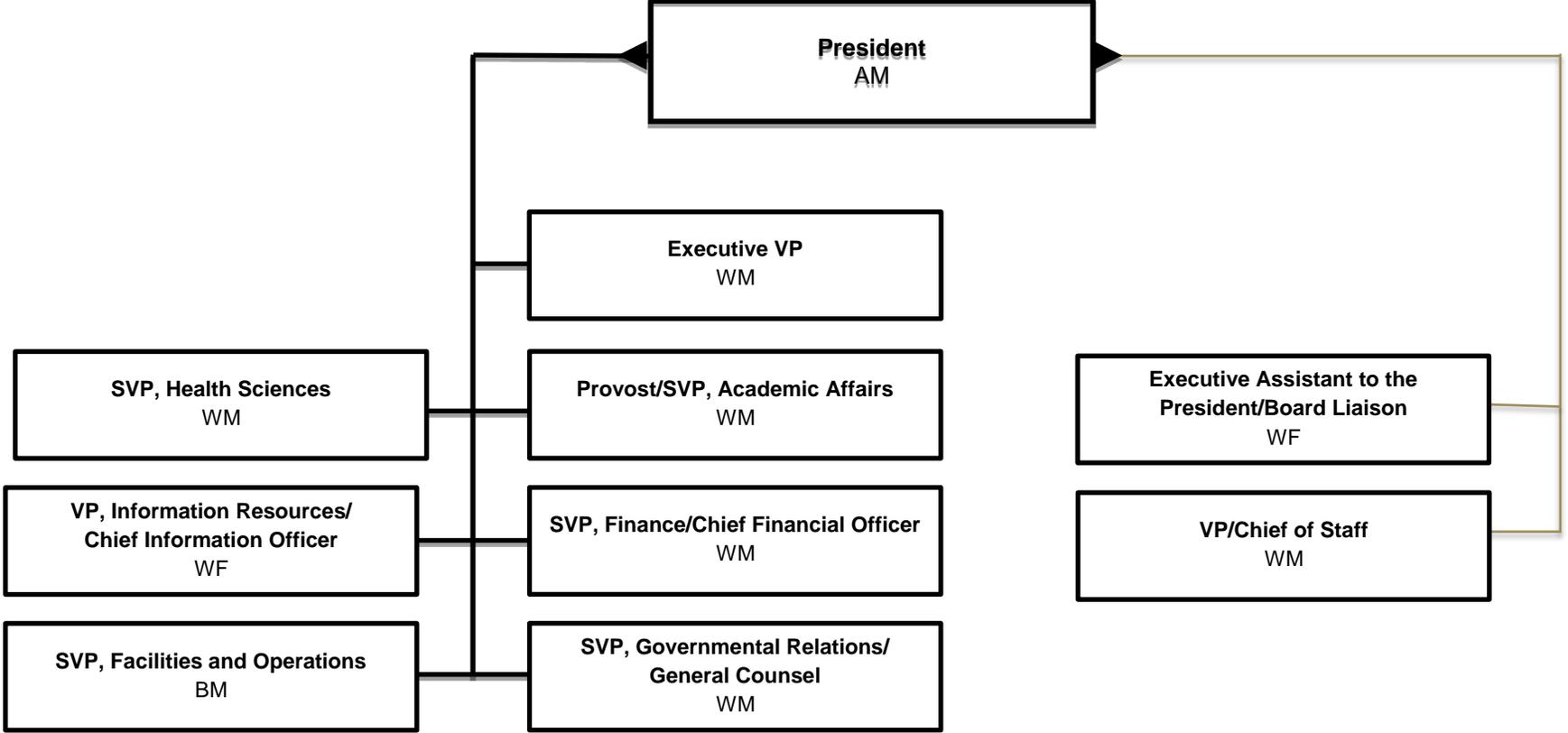
All employees are expected to adhere to the Non-Discrimination and Equal Employment Opportunity Policy as it relates to their specific job duties.

All members of the CMSRU community are responsible to promote diversity and a discrimination free environment. In the event of offensive behavior, the offender should immediately be directed to cease the offensive behavior. An informal complaint may be filed with the offender's supervisor or advisor and the Office of Diversity and Community Affairs should be informed. A formal complaint may be submitted to the Office of Equity and Diversity. (Policy from: Cooper Medical School of Rowan University Faculty Handbook)

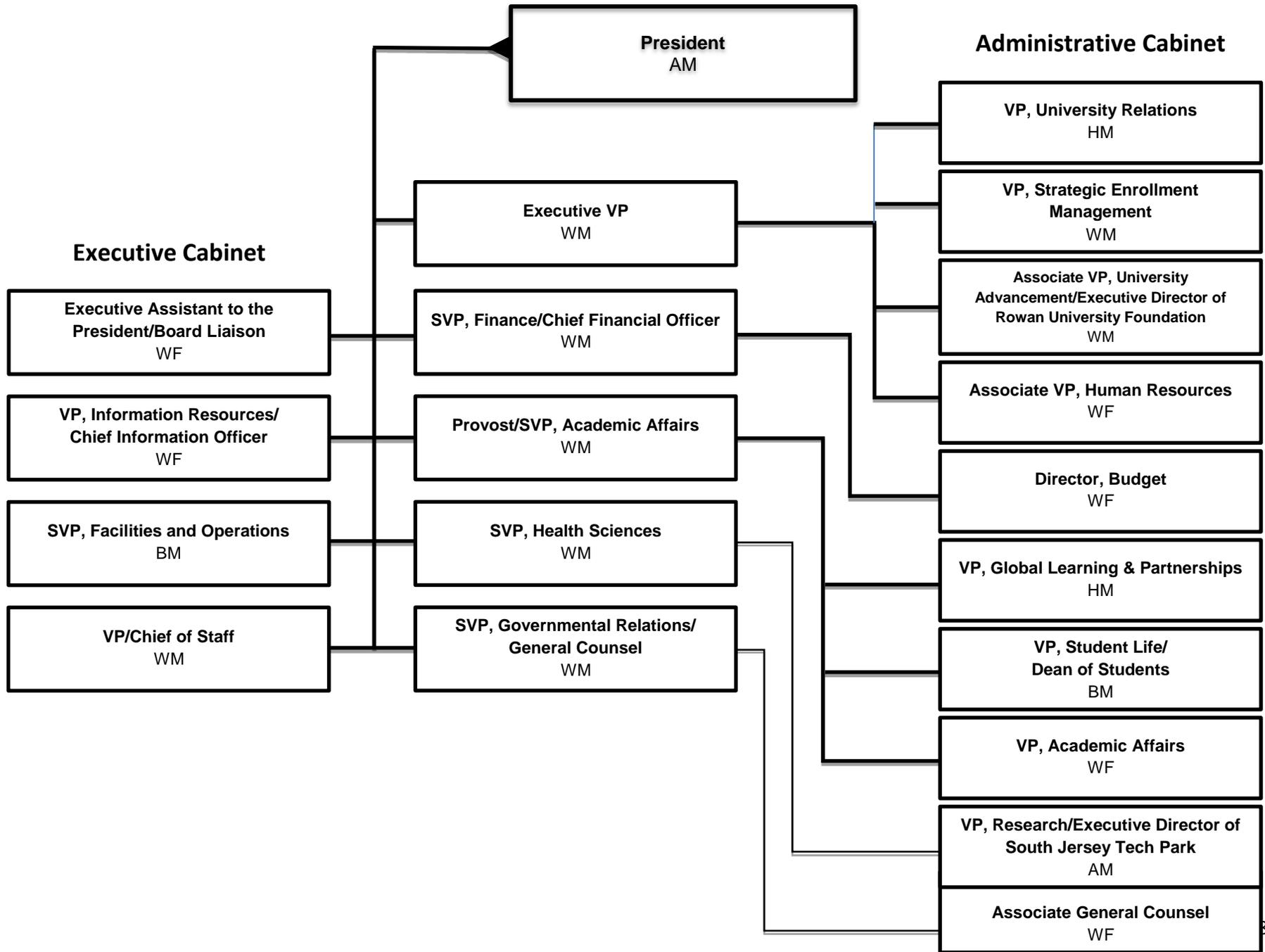
Appendix A

Organizational Charts

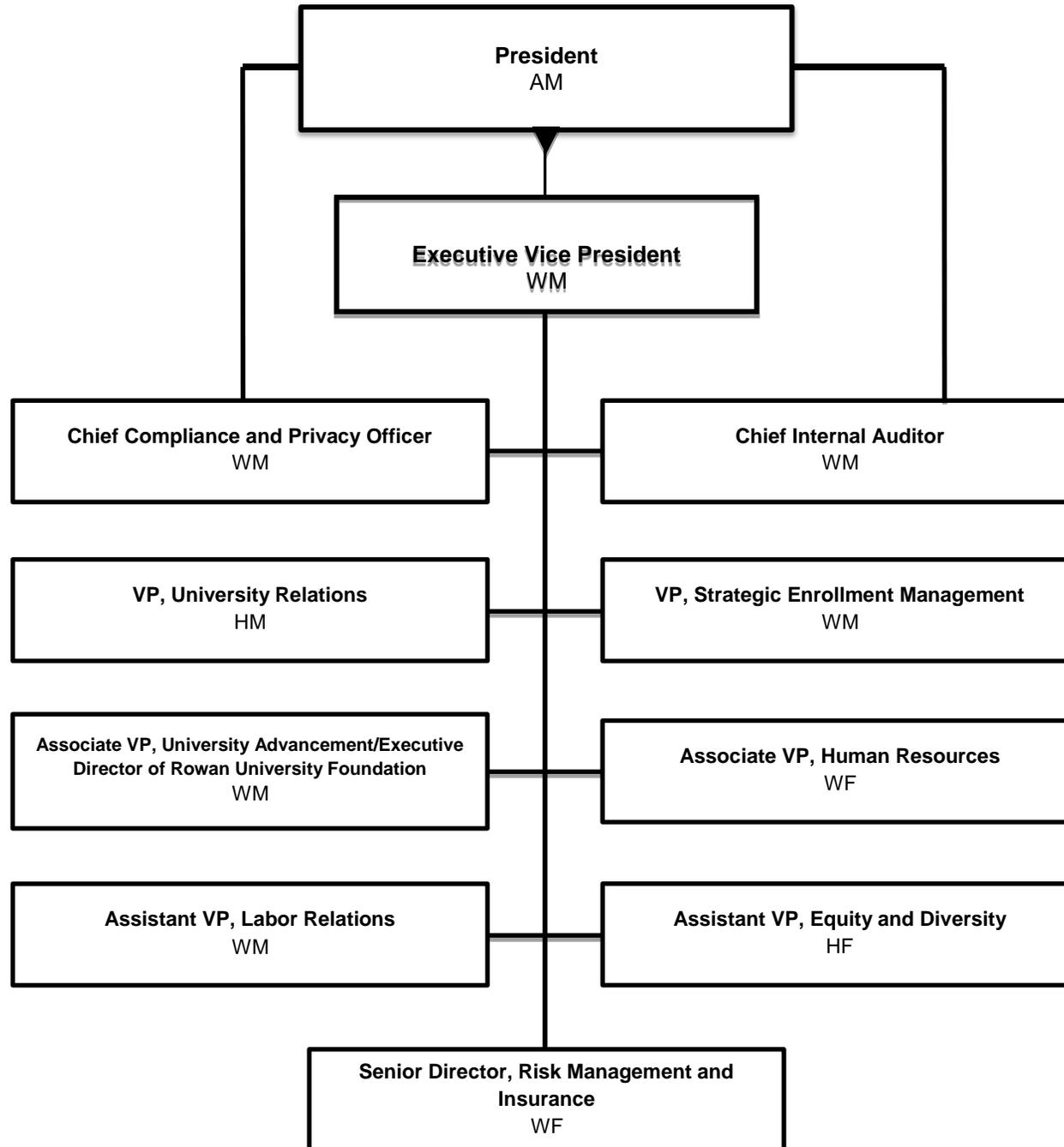
President



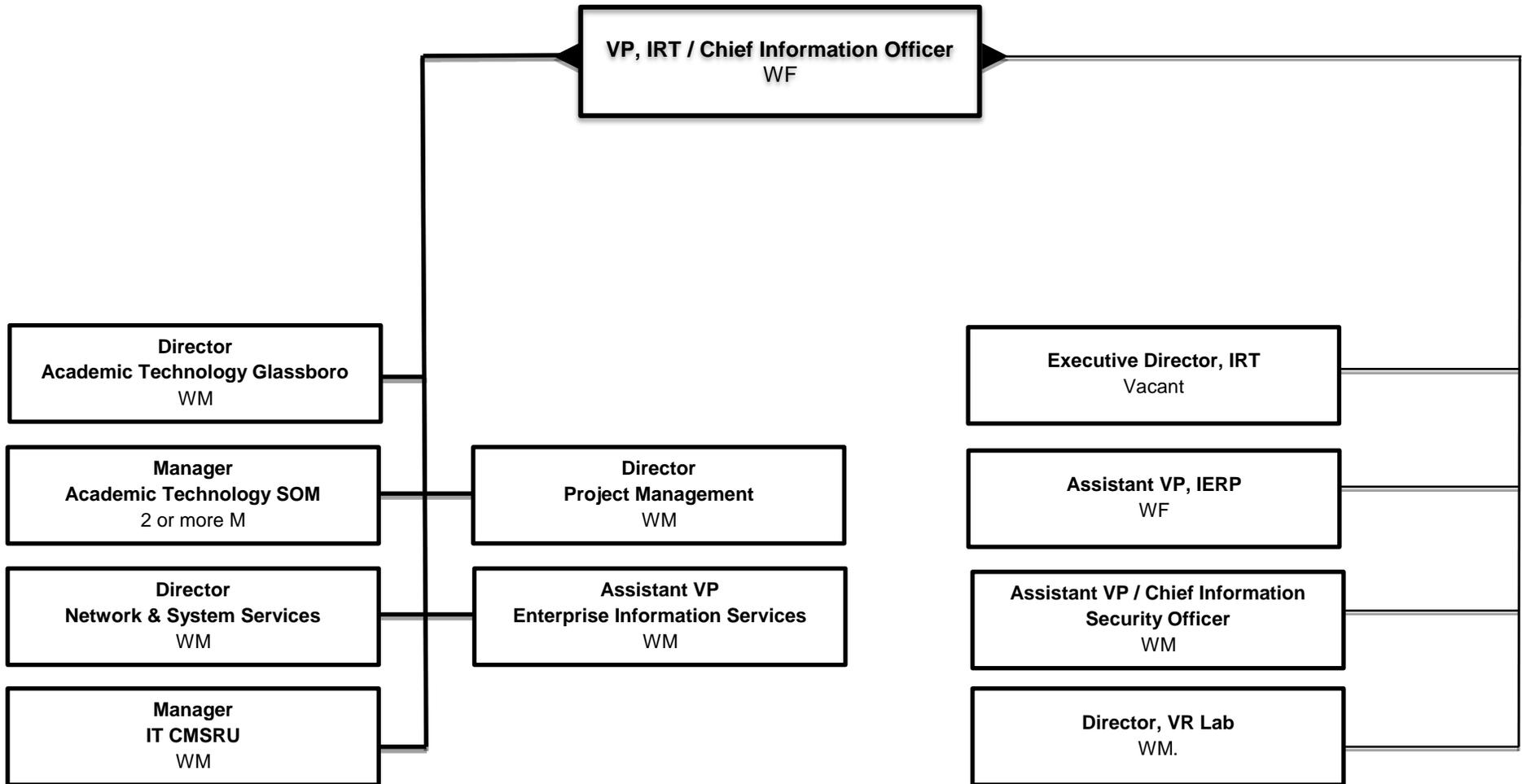
Senior Leadership



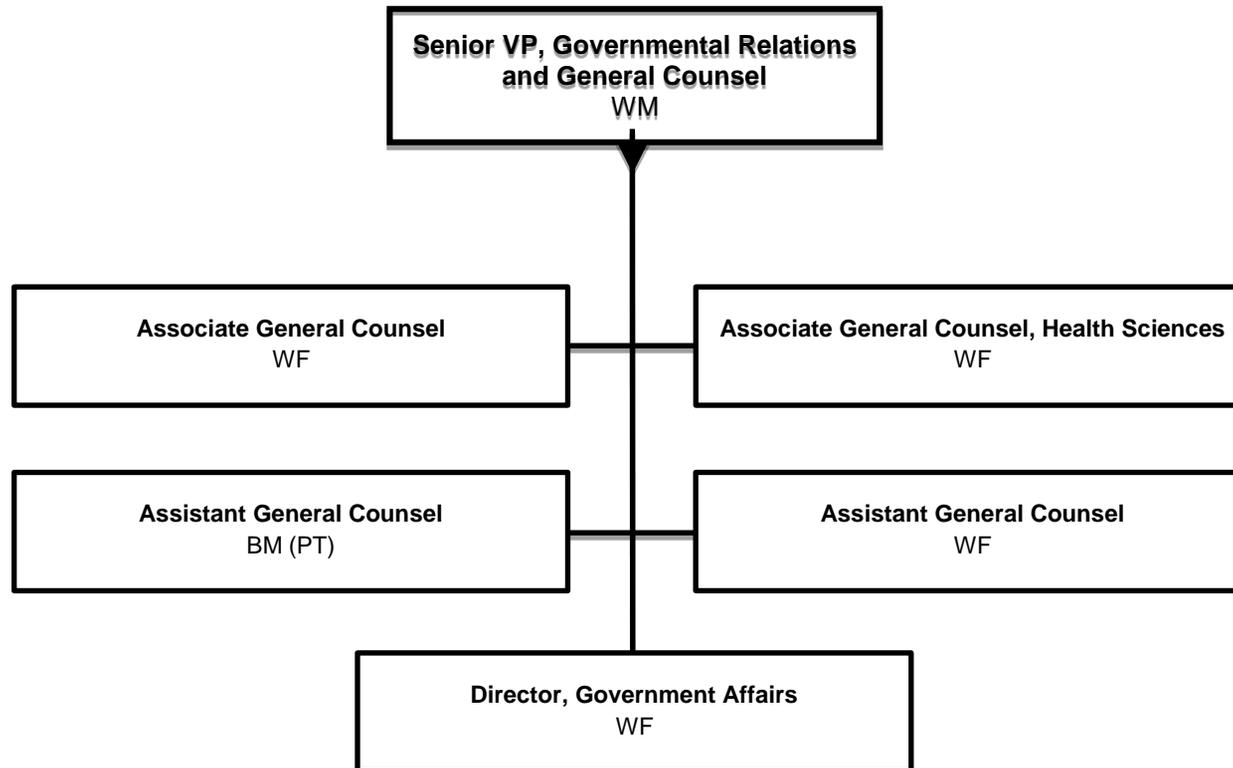
Executive Vice President Administration and Strategic Advancement



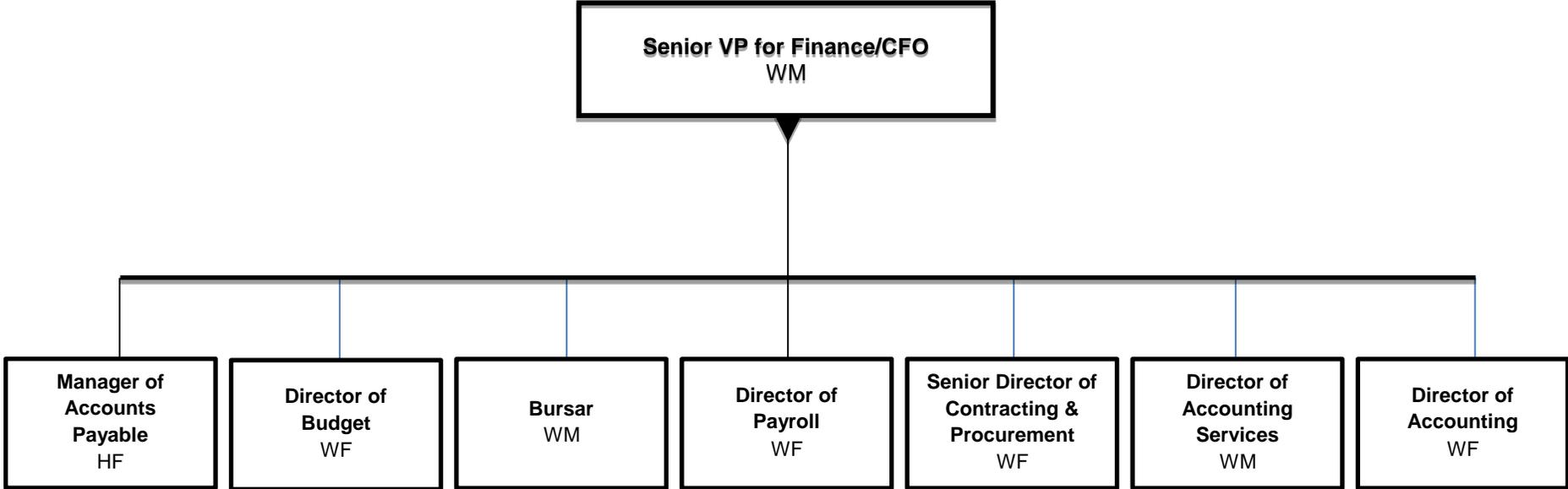
Information Resources & Technology



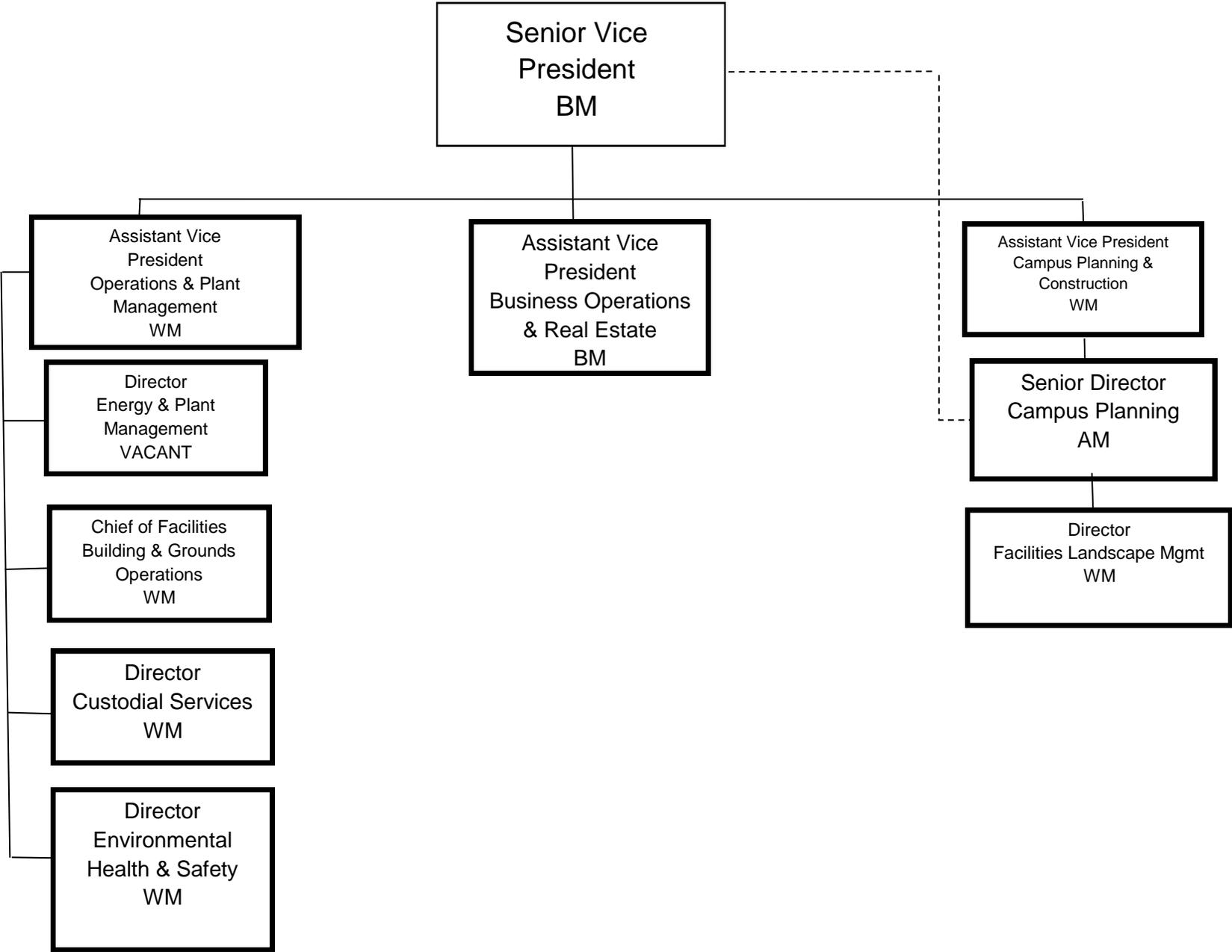
Office of General Counsel/Government Relations



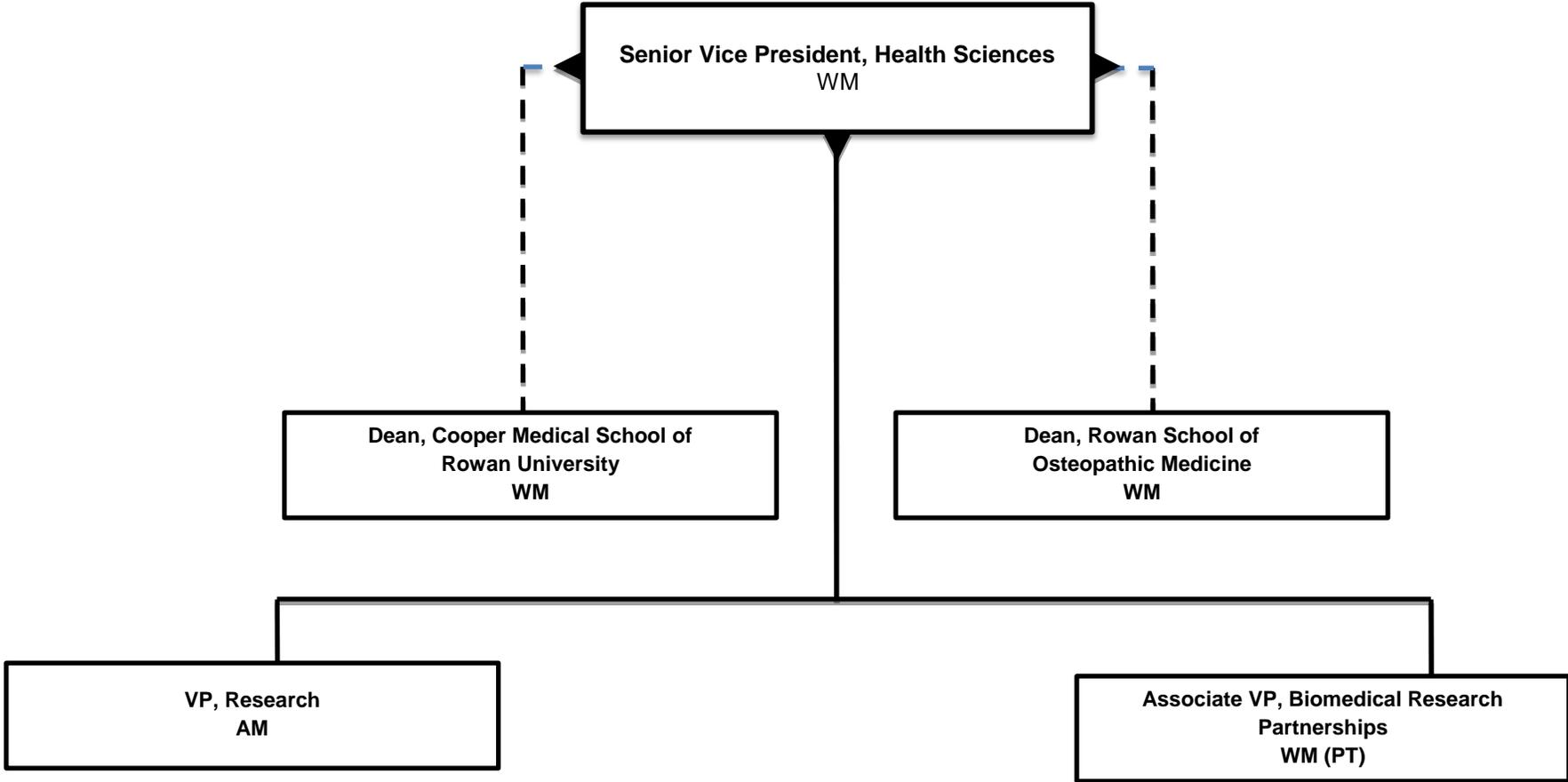
Senior Vice President, Finance



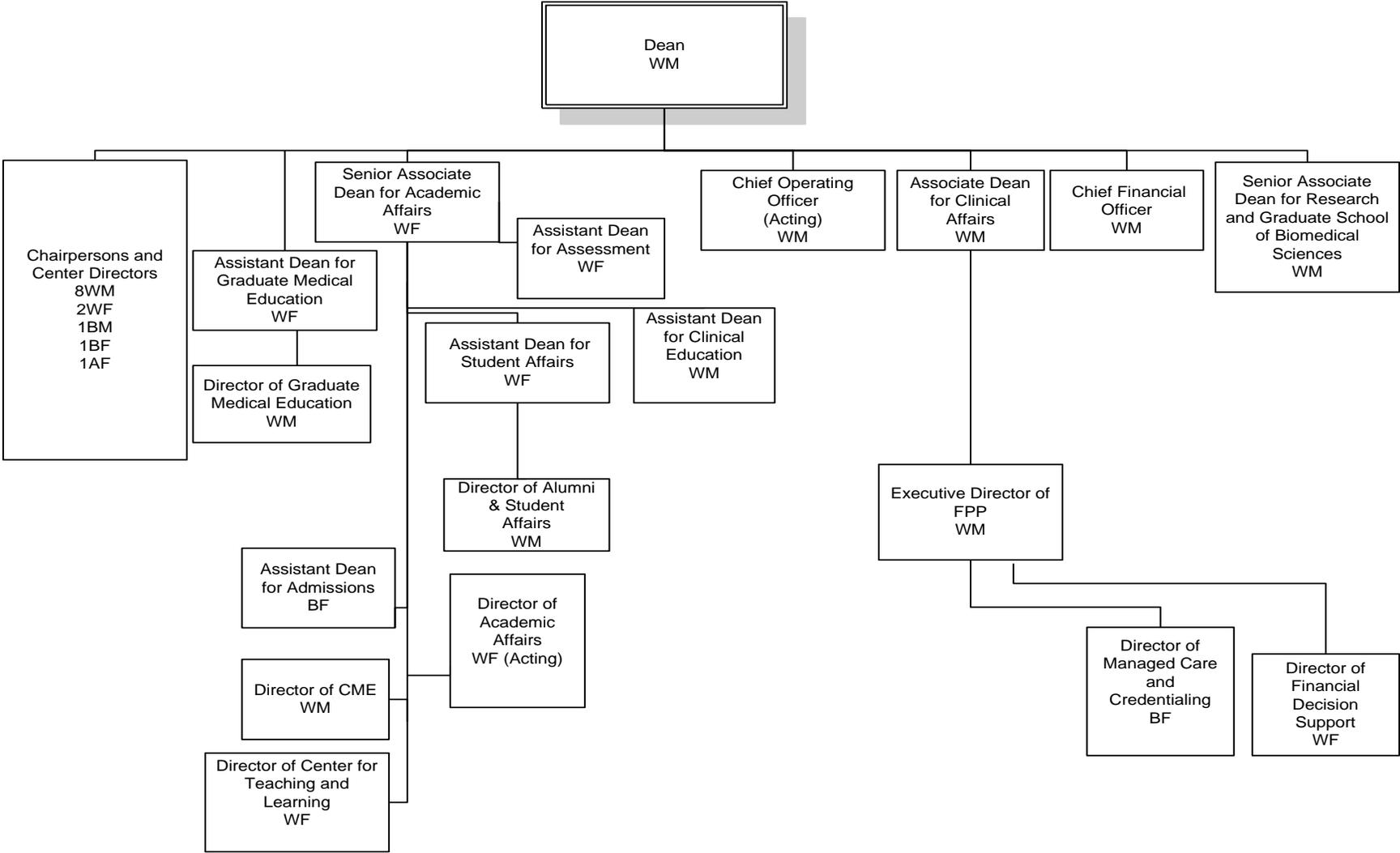
Facilities Planning and Operations



Senior Vice President, Health Sciences



RowanSOM Administration



Cooper Medical School of Rowan University

Dean
WM

Assoc Dean for
Diversity &
Comm Affairs
BF

Assoc Dean for
Finance, Admin
& Operations
WF

Assoc Dean for
Program & Bus
Development
WF

Chair, Dept of
Biomedical
Sciences
WM

Vice Dean
WF

Assoc Dean for
Student Aff &
Admissions
WM

Assoc Dean for
Research
WM

Asst Dir of
Community
Affairs
AF

Director of
Facilities
WM

Asst Dir for
Special
Programs
BF

Director of
Information
Tech
WM

Assoc Dean for
Med Ed
WF

Director of
Faculty Aff and
Ed Ops
BF

Assistant Dean
for Curriculum –
P1
WM

Assistant Dean
for Curriculum –
P2
WM

Director of
Library
WF

Director of
Simulation
WF

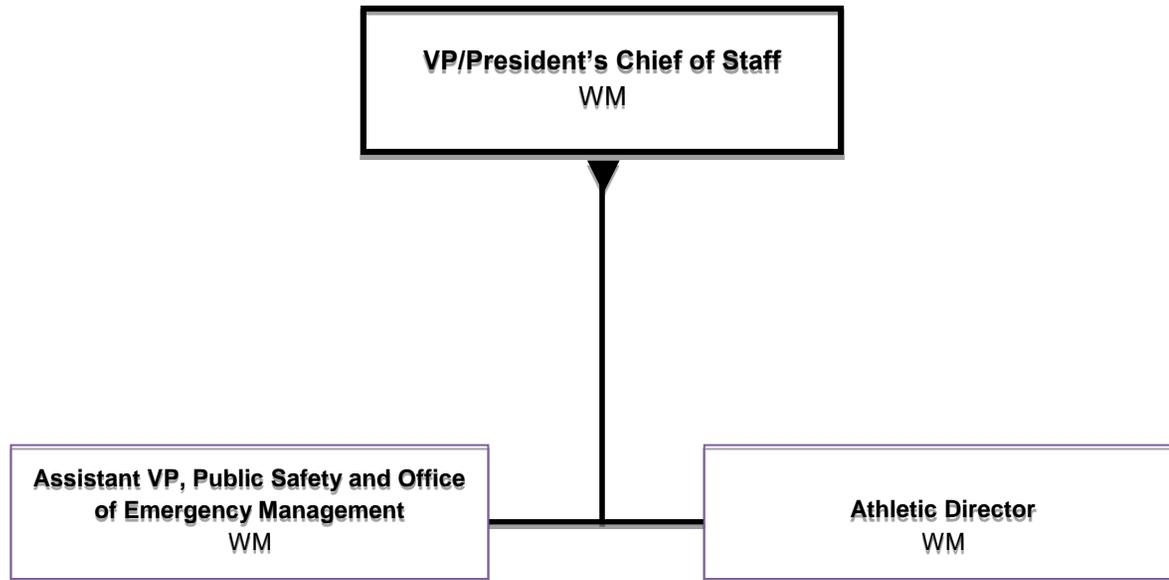
Director of
Admissions
WF

Director of
Student Affairs
WF

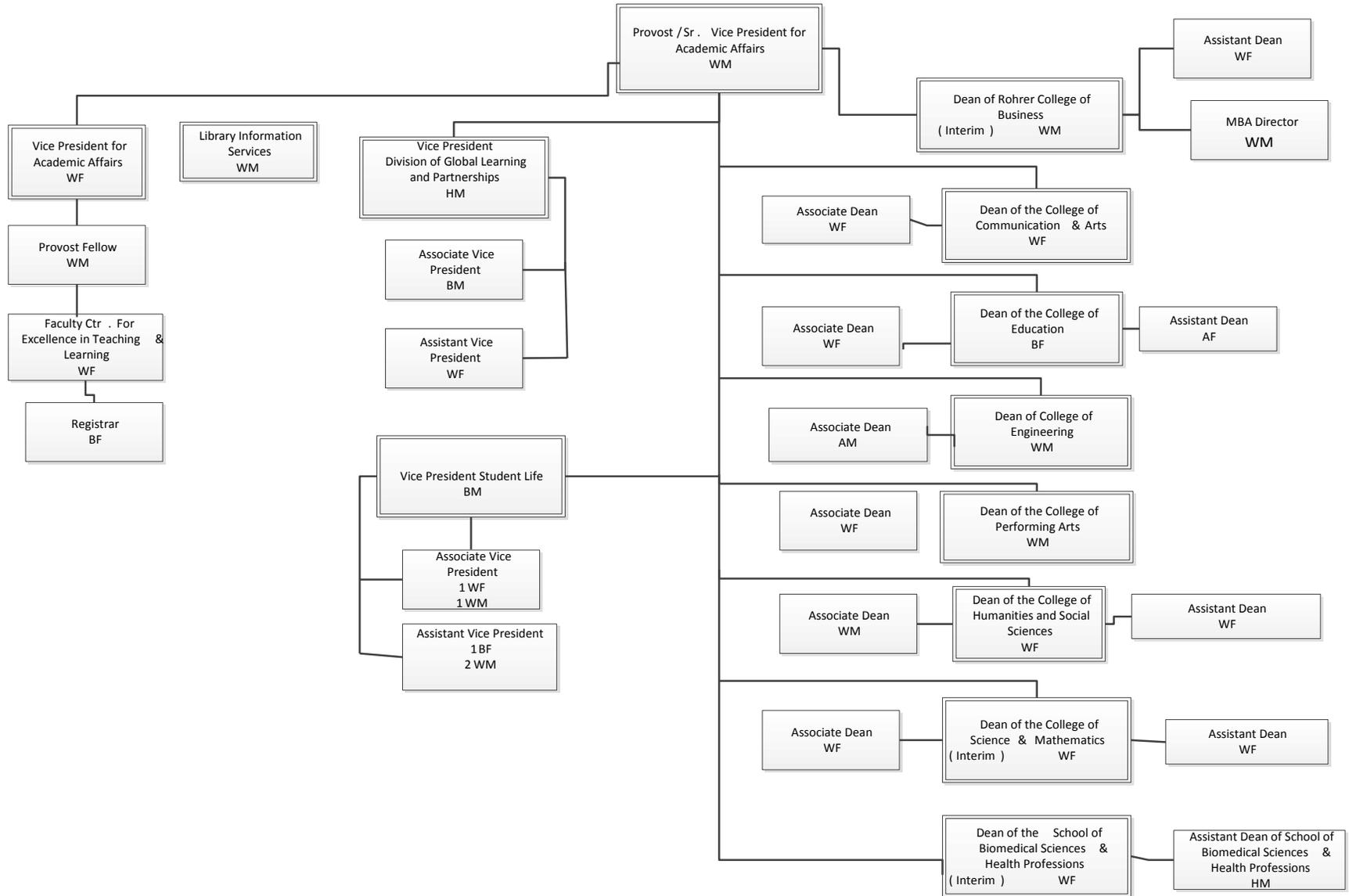
Director of
Financial Aid
BF

Registrar
BF

Vice President/Chief of Staff



Provost/Senior Vice President Academic Affairs



APPENDIX B

When to use search committees

SEARCH COMMITTEE GUIDELINES

When Search Committees Are Required

For positions that are advertised nationally or regionally, a search committee is usually established to assist in the screening process.

Search Committees normally will be used to fill the following positions:

- Full-time professional, managerial, and tenure track faculty positions
- Full-time temporary faculty positions
- Position vacancies that are believed to have a duration period of one year or more
- Positions that are non-competitive, classified

Search Committees may be used, but are not required, to fill the following position vacancies:

- Adjunct positions
- Graduate Assistant positions
- Classified positions

Emergency situations that do not permit time for the establishment of a Search Committee must be approved as exceptions by the President/designee, with consultation with the appropriate Division head and Human Resources. Examples which are appropriate to request emergency status are:

- When a full-time employee resigns without giving at least one month's notice and the position must be filled immediately, or
- When a faculty member resigns or takes a leave of absence in the middle of a semester, or;
- When a new section of a course opens up at the start of classes to accommodate increased enrollment
- Temporary, Interim or Acting positions.

In emergency appointments, the EEO principles must be considered.

Search committees are not used in the following situations, even though an employee is placed in another position:

- **Reorganizations**
- **Reclassifications**
- **Reassignments**

Notwithstanding the principles stated above, the administration reserves the right to hire managerial employees without a search for reasons that are determined to be in the best interests of the University, to meet emerging programmatic needs, and/or to fulfill the mission of the University. This includes current University employees or those external to the institution. In these cases, the President of the University will authorize this managerial hire after consultation with the appropriate VP/Division head and/or any other University personnel and, for senior level positions, with the concurrence of the Executive Committee of the Board of Trustees.

All search committee members must take the online search committee training in self serve Banner under the Professional Development tab.

APPENDIX C

Discrimination Policy

ROWAN UNIVERSITY POLICY

Title: Rowan University (New Jersey State) Policy Prohibiting Discrimination in the Workplace

Subject: Equity and Diversity

Policy No: OED200701

Applies: University-wide

Issuing Authority: Rowan University President

Responsible Officer: Assistant Vice President, Equity & Diversity/Chief Equity Compliance Officer

Adopted: December 16, 1999

Last Revision: August 30, 2007

Last Reviewed: November 21, 2014

I. PURPOSE

Rowan University is committed to providing every Rowan University employee and prospective Rowan employee with a work environment free from prohibited discrimination or harassment.

II. ACCOUNTABILITY

Supervisors and Managers are responsible for maintaining a discrimination and harassment free work environment. The Office of Equity & Diversity of Rowan University is responsible for the promotion and implementation of this policy, as well as responding to any and all complaints.

III. APPLICABILITY

The New Jersey State Policy Prohibiting Discrimination in the Workplace is applicable to all Rowan University employees and prospective employees.

IV. DEFINITIONS

- A. Workplace Discrimination: any employment practice or procedure that treats an individual less favorably based upon any of the protected categories referred to in the policy below or as provided under applicable law. It is also a violation of this policy to use derogatory or demeaning references regarding the protected categories listed in the policy below or as provided under applicable law.
- B. Sexual Harassment : unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, for example:
- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
 - Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual
 - Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.
- C. Third Party Harassment - unwelcome behavior involving any of the protected categories referred to in the policy below that is not directed at an individual but exists in the workplace and interferes with an individual's ability to do his or her job.
- D. Retaliation: adverse employment consequences based upon that employee bringing forth a complaint, providing information for an investigation, testifying in any proceeding under this policy, or engaging in any other protected activity under this policy or under applicable law.

V. REFERENCES

- A. N.J.A.C. 4A:7 EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION
(<http://www.state.nj.us/csc/about/about/title4a/ch7.html>)
- B. New Jersey Policy Prohibiting Discrimination In The Workplace
- C. New Jersey - Model Procedures For Internal Complaints

VI. POLICY

- A. Protected Categories

Rowan University is committed to providing every employee and prospective employee with a work environment free from prohibited discrimination or harassment. Under this policy, forms of employment discrimination or harassment based upon the following protected categories are prohibited and will not be tolerated: race, creed, color, national origin, nationality, ancestry, age, sex/gender (including pregnancy), marital status, civil union status, domestic partnership status, familial

status, religion, affectional or sexual orientation, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability¹⁰.

To achieve the goal of maintaining a work environment free from discrimination and harassment, Rowan University strictly prohibits the conduct that is described in this policy. This is a zero tolerance policy. This means that the University reserves the right to take either disciplinary action, if appropriate, or other corrective action, to address any unacceptable conduct that violates this policy, regardless of whether the conduct satisfies the legal definition of discrimination or harassment.

B. Applicability¹¹

Prohibited discrimination/harassment undermines the integrity of the employment relationship, compromises equal employment opportunity, debilitates morale and interferes with work productivity. Thus, this policy applies to all employees and applicants for employment at Rowan University. The University will not tolerate harassment or discrimination by anyone in the workplace including supervisors, co-workers, or persons doing business with the University, including vendors and third party consultants. This policy also applies to both conduct that occurs in the workplace and conduct that occurs at any location which can be reasonably regarded as an extension of the workplace (any field location, any off-site business-related social function, or any facility where Rowan University business is being conducted and discussed).

This policy also applies to third party harassment. Third party harassment, or hostile environment harassment, is unwelcome behavior involving any of the protected categories referred to in (a) above that is not directed at an individual but exists in the workplace and interferes with an individual's ability to do his or her job. Third party harassment based upon any of the aforementioned protected categories is prohibited by this policy.

C. Prohibited Conduct

1. Defined

¹⁰ NJAC 4A:7-3.1

¹¹ As a New Jersey State institution, Rowan University is covered under the state legislation prohibiting discrimination in the workplace as described under NJAC 4A:7-3

It is a violation of this policy to engage in any employment practice or procedure that treats an individual less favorably based upon any of the protected categories referred to in I(a) above. This policy pertains to all employment practices such as recruitment, selection, hiring, training, promotion, transfer, assignment, layoff, return from layoff, termination, demotion, discipline, compensation, fringe benefits, working conditions, and career development.

It is also a violation of this policy to use derogatory or demeaning references regarding a person's race, gender, age, religion, disability, affectional or sexual orientation, ethnic background, or any other protected category set forth in I(a) above. A violation of this policy can occur even if there was no intent on the part of an individual to harass or demean another.

2. Examples of behaviors that may constitute a violation of this policy include, but are not limited to:
 - Discriminating against an individual with regard to terms and conditions of employment because of being in one or more of the protected categories referred to in I(a) above;
 - Treating an individual differently because of the individual's race, color, national origin or other protected category, or because an individual has the physical, cultural or linguistic characteristics of a racial, religious, or other protected category;
 - Treating an individual differently because of marriage to, civil union to, domestic partnership with, or association with persons of a racial, religious or other protected category; or due to the individual's membership in or association with an organization identified with the interests of a certain racial, religious or other protected category; or because an individual's name, domestic partner's name, or spouse's name is associated with a certain racial, religious or other protected category;
 - Calling an individual by an unwanted nickname that refers to one or more of the above protected categories, or telling jokes pertaining to one or more protected categories;
 - Using derogatory references with regard to any of the protected categories in any communication;
 - Engaging in threatening, intimidating, or hostile acts toward another individual in the workplace because that individual belongs to, or is associated with, any of the protected categories; or
 - Displaying or distributing material (including electronic communications) in the workplace that contains derogatory or demeaning language or images pertaining to any of the protected categories.

D. Sexual Harassment

1. It is a violation of this policy to engage in sexual (or gender-based) harassment of any kind, including hostile work environment harassment, quid pro quo harassment, or same-sex harassment. For the purposes of this policy, sexual harassment is defined, as in the Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, for example:
 - Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
 - Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
 - Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

2. Examples of prohibited behaviors that may constitute sexual harassment and are therefore a violation of this policy include, but are not limited to:
 - Generalized gender-based remarks and comments;
 - Unwanted physical contact such as intentional touching, grabbing, pinching, brushing against another's body or impeding or blocking movement;
 - Verbal, written or electronic sexually suggestive or obscene comments, jokes or propositions including letters, notes, e-mail, text messages, invitations, gestures or inappropriate comments about a person's clothing;
 - Visual contact, such as leering or staring at another's body; gesturing; displaying sexually suggestive objects, cartoons, posters, magazines or pictures of scantily-clad individuals; or displaying sexually suggestive material on a bulletin board, on a locker room wall, or on a screen saver;
 - Explicit or implicit suggestions of sex by a supervisor or manager in return for a favorable employment action such as hiring, compensation, promotion, or retention;
 - Suggesting or implying that failure to accept a request for a date or sex would result in an adverse employment consequence with respect to any employment practice such as performance evaluation or promotional opportunity; or
 - Continuing to engage in certain behaviors of a sexual nature after an objection has been raised by the target of such inappropriate behavior.

E. Employee Responsibilities

Any employee who believes that she or he has been subjected to any form of prohibited discrimination/harassment, or who witnesses others being subjected to such discrimination/harassment

is encouraged to promptly report the incident(s) to a supervisor or directly to the Office of Equity and Diversity, 124 Linden Hall.

All employees are expected to cooperate with investigations undertaken pursuant to VI below. Failure to cooperate in an investigation may result in administrative and/or disciplinary action, up to and including termination of employment.

F. Supervisor Responsibilities

Supervisors shall make every effort to maintain a work environment that is free from any form of prohibited discrimination/harassment. Supervisors shall immediately refer allegations of prohibited discrimination/harassment to the Office of Equity and Diversity. A supervisor's failure to comply with these requirements may result in administrative and/or disciplinary action, up to and including termination of employment. For purposes of this section and in the Rowan University Procedures for Processing Internal Discrimination Complaints, a supervisor is defined broadly to include any manager or other individual who has authority to control the work environment of any other staff member (for example, a project leader).

G. Dissemination

Each State agency shall annually distribute the policy described in this section, or a summarized notice of it, to all of its employees, including part-time and seasonal employees. The policy can be accessed on the Rowan University website www.rowan.edu/equity or a hardcopy can be obtained from the Office of Equity and Diversity in Linden Hall. Rowan University will distribute the policy to vendors/contractors with whom it has a direct relationship.

H. Complaint Process

1. Rowan University shall follow the Procedures for Processing Internal Discrimination Complaints with regard to reporting, investigating, and where appropriate, remediating claims of discrimination/harassment (See N.J.A.C. 4A:7-3.2). The Office of Equity and Diversity is for receiving complaints of discrimination/harassment, investigating such complaints, and recommending appropriate remediation of such complaints. In addition to the Assistant Vice President of Equity and Diversity, the Program Assistant of Equity and Diversity has been designated to also receive complaints of discrimination in the workplace.

2. All investigations of discrimination/harassment claims shall be conducted in a way that respects, to the extent possible, the privacy of all the persons involved. The investigations shall be conducted in a prompt, thorough and impartial manner. The results of the investigation shall be forwarded to the Rowan University Executive Vice President of Administration and Strategic Advancement to make a final decision as to whether a violation of the policy has been substantiated.
3. Where a violation of this policy is found to have occurred, Rowan University shall take prompt and appropriate remedial action to stop the behavior and deter its reoccurrence. The University shall also have the authority to take prompt and appropriate remedial action, such as moving two employees apart, before a final determination has been made regarding whether a violation of this policy has occurred.
4. The remedial action taken may include counseling, training, intervention, mediation, and/or the initiation of disciplinary action up to and including termination of employment.
5. Rowan University shall maintain a written record of the discrimination/harassment complaints received. Written records shall be maintained as confidential records to the extent practicable and appropriate.

I. Prohibition Against Retaliation

1. Retaliation against any employee who alleges that she or he was the victim of discrimination/harassment, provides information in the course of an investigation into claims of discrimination/harassment in the workplace, or opposes a discriminatory practice, is prohibited by this policy. No employee bringing a complaint, providing information for an investigation, or testifying in any proceeding under this policy shall be subjected to adverse employment consequences based upon such involvement or be the subject of other retaliation.
2. Following are examples of prohibited actions taken against an employee because the employee has engaged in activity protected by this subsection:
 - Termination of an employee;
 - Failing to promote an employee;
 - Altering an employee's work assignment for reasons other than legitimate business reasons;
 - Imposing or threatening to impose disciplinary action on an employee for reasons other than legitimate business reasons; or
 - Ostracizing an employee (for example, excluding an employee from an activity or privilege offered or provided to all other employees).

J. False Accusations And Information

An employee who knowingly makes a false accusation of prohibited discrimination/harassment or knowingly provides false information in the course of an investigation of a complaint, may be subjected to administrative and/or disciplinary action, up to and including termination of employment. Complaints made in good faith, however, even if found to be unsubstantiated, shall not be considered a false accusation.

K. Confidentiality

All complaints and investigations shall be handled, to the extent possible, in a manner that will protect the privacy interests of those involved. To the extent practical and appropriate under the circumstances, confidentiality shall be maintained throughout the investigatory process. In the course of an investigation, it may be necessary to discuss the claims with the person(s) against whom the complaint was filed and other persons who may have relevant knowledge or who have a legitimate need to know about the matter. All persons interviewed, including witnesses, shall be directed not to discuss any aspect of the investigation with others in light of the important privacy interests of all concerned. Failure to comply with this confidentiality directive may result in administrative and/or disciplinary action, up to and including termination of employment.

L. Administrative and/or Disciplinary Action

Any employee found to have violated any portion or portions of this policy may be subject to appropriate administrative and/or disciplinary action which may include, but which shall not be limited to: referral for training, referral for counseling, written or verbal reprimand, suspension, reassignment, demotion or termination of employment. Referral to another appropriate authority for review for possible violation of State and Federal statutes may also be appropriate.

M. Training

Rowan University shall provide all new employees with training on the policy and procedures set forth in this section within a reasonable period of time after each new employee's appointment date. Refresher training shall be provided to all employees, including supervisors, within a reasonable period of time. The University shall also provide supervisors with training on a regular basis regarding their obligations and duties under the policy and regarding procedures set forth in this section.

VII. PROCEDURES FOR INTERNAL DISCRIMINATION COMPLAINTS¹²

Rowan University will follow the procedures below in the receipt and investigation of discrimination complaints.

- A. All employees and applicants for employment have the right and are encouraged to immediately report suspected violations of the Rowan University Policy Prohibiting Discrimination in the Workplace, (As adapted from N.J.A.C. 4A:7-3.1).
- B. Complaints of prohibited discrimination/harassment can be reported to **Dr. Johanna Velez-Yelin**, Assistant Vice President of Equity and Diversity and designated EEO/AA Officer, or to any supervisory employee of Rowan University. Complaints may also be reported to the Program Assistant in the Office of Equity and Diversity.
- C. Every effort should be made to report complaints promptly. Delays in reporting may not only hinder a proper investigation, but may also unnecessarily subject the victim to continued prohibited conduct.
- D. Supervisory employees shall immediately report all alleged violations of the Rowan University Policy Prohibiting Discrimination in the Workplace to **Dr. Johanna Velez-Yelin** as EEO/AA Officer. Such a report

¹² Adapted from the New Jersey Model Procedures for Internal Complaints Alleging Discrimination in the Workplace, NJAC 4A:7-3.2, Issued: December 16, 1999

Revised: June 3, 2005

Revised: August 20, 2007

Revised: October 15, 2009

Revised: March 24, 2010

Revised: February 8, 2011

Revised: November 15, 2011

Revised February 28, 2013

shall include both alleged violations reported to a supervisor, and those alleged violations directly observed by the supervisor.

- E. If reporting a complaint to any of the persons set forth in paragraphs 2 through 4 above presents a conflict of interest, the complaint may be filed directly with the Division of EEO/AA, P.O. Box 315, Trenton, NJ 08625. An example of such a conflict would be where the individual against whom the complaint is made is involved in the intake, investigative or decision making process.
- F. In order to facilitate a prompt, thorough and impartial investigation, all complainants are encouraged to submit a Division of EEO/AA Discrimination Complaint Processing Form. An investigation may be conducted whether or not the form is completed.
- G. Rowan University shall maintain a written record of the discrimination/harassment complaints received. Written records shall be maintained as confidential records to the extent practicable and appropriate. A copy of all complaints (regardless of the format in which submitted) must be submitted to the Civil Service Commission, Division of EEO/AA, by the University's EEO/AA Officer, along with a copy of the acknowledgement letter(s) sent to the person(s) who filed the complaint and, if applicable, the complaint notification letter sent to the person(s) against whom the complaint has been filed. If a written complaint has not been filed, the EEO/AA Officer must submit to the Division of EEO/AA a brief summary of the allegations that have been made. Copies of complaints filed with the New Jersey Division on Civil Rights, the U.S. Equal Employment Opportunity Commission, or in court also must be submitted to the Division of EEO/AA.
- H. During the initial intake of a complaint, the EEO/AA Officer or authorized designee will obtain information regarding the complaint, and determine if interim corrective measures are necessary to prevent continued violations of the Rowan University Policy Prohibiting Discrimination in the Workplace.
- I. At the EEO/AA Officer's discretion, a prompt, thorough, and impartial investigation into the alleged harassment or discrimination will take place.
- J. An investigatory report will be prepared by the EEO/AA Officer or his or her designee when the investigation is completed. The report will include, at a minimum:
 - 1. A summary of the complaint;
 - 2. A summary of the parties' positions;
 - 3. A summary of the facts developed through the investigation; and
 - 4. An analysis of the allegations and the facts.

The investigatory report will be submitted to the President's designee, **Carl Oxholm III, Executive Vice President** who will issue a final letter of determination to the parties.

- K. The Executive Vice President will review the investigatory report issued by the EEO/AA Officer or authorized designee, and make a determination as to whether the allegation of a violation of the Rowan University Policy Prohibiting Discrimination in the Workplace has been substantiated. If a violation has occurred, the Executive Vice President will determine the appropriate corrective measures necessary to immediately remedy the violation.
- L. The Executive Vice President will issue a final letter of determination to both the complainant(s) and the person, against whom the complaint was filed, setting forth the results of the investigation and the right of appeal to the Civil Service Commission, as set forth in Paragraphs 13 and 14, below. To the extent possible, the privacy of all parties involved in the process shall be maintained in the final letter of determination. The Civil Service Commission, Division of EEO/AA shall be furnished with a copy of the final letter of determination.
1. The letter shall include, at a minimum:
 - a. A brief summary of the parties' positions;
 - b. A brief summary of the facts developed during the investigation; and
 - c. An explanation of the determination, which shall include whether:
 - i. The allegations were either substantiated or not substantiated; and
 - ii. A violation of the Rowan University Policy Prohibiting Discrimination in the Workplace did or did not occur.
 2. The investigation of a complaint shall be completed and a final letter of determination shall be issued no later than 120 business days after the initial intake of the complaint referred to in Paragraph 8, above, is completed.
 3. The time for completion of the investigation and issuance of the final letter of determination may be extended by Rowan University for up to 60 additional days in cases involving exceptional circumstances. The University shall provide the Division of EEO/AA and all parties with written notice of any extension and shall include in the notice an explanation of the exceptional circumstances supporting the extension.
- M. A complainant who is in the career, unclassified or senior executive service, or who is an applicant for employment, who disagrees with the determination of the Executive Vice President, may submit a written appeal to the New Jersey Civil Service Commission ("NJ CSC"), Division of Merit System Practices and Labor Relations, Written Record Appeals Unit, P.O. Box 312, Trenton, NJ 08625-0312, postmarked or delivered within 20 days of the receipt of the determination from the Executive Vice President. The appeal shall be in writing and include all materials presented by the complainant at the University level, the final letter of determination, the reason for the appeal and the specific relief requested. Please be advised that there is a \$20 fee for appeals. Please include a check or money order along with the appeal,

payable to NJCSC. Persons receiving public assistance and those qualifying for NJCSC Veterans Preference are exempt from this fee, to the Civil Service Commission PO Box 312, Trenton, NJ 08625.

1. Employees filing appeals which raise issues for which there is another specific appeal procedure must utilize those procedures. The Civil Service Commission Chair may require any appeal, which raises issues of alleged discrimination and other issues, such as examination appeals, to be processed using the procedures set forth in this section or a combination of procedures as the Chair deems appropriate. See N.J.A.C. 4A:2-1.7.
 2. The Civil Service Commission shall decide the appeal on a review of the written record or such other proceeding as it deems appropriate. See N.J.A.C. 4A:2-1.1(d).
 3. The appellant shall have the burden of proof in all discrimination appeals brought before the Civil Service Commission.
- N. In a case where a violation has been substantiated, and no disciplinary action recommended, the party(ies) against whom the complaint was filed may appeal the determination to the Civil Service Commission at the address indicated in Paragraph 13 above, within 20 days of receipt of the final letter of determination by the Executive Vice President.
1. The burden of proof shall be on the appellant.
 2. The appeal shall be in writing and include the final letter of determination, the reason for the appeal, and the specific relief requested.
 3. If disciplinary action has been recommended in the final letter of determination, the party(ies) charged may appeal using the procedures set forth in N.J.A.C. 4A:2-2 and 3.
- O. The Division of EEO/AA shall be placed on notice of, and given the opportunity to submit comments on, appeals filed with the Civil Service Commission of decisions on discrimination complaints, regardless of whether or not the complaint was initially filed directly with the Division of EEO/AA.
- P. Any employee or applicant for employment can file a complaint directly with external agencies that investigate discrimination/harassment charges in addition to utilizing this internal procedure. The time frames for filing complaints with external agencies indicated below are provided for informational purposes only. An individual should contact the specific agency to obtain exact time frames for filing a complaint. The deadlines run from the date of the last incident of alleged discrimination/harassment, not from the date that the final letter of determination is issued by the Executive Vice President.

VIII. COMPLAINTS MAY BE FILED WITH THE FOLLOWING EXTERNAL AGENCIES:

Division on Civil Rights

N. J. Department of Law & Public Safety

(Within 180 days for violation of the discriminatory act)

Trenton Regional Office

140 East Front Street

6th Floor, P.O. Box 090

Trenton NJ 08625-0090

(609) 292-4605

Newark Regional Office

31 Clinton Street, 3rd floor

P.O. Box 46001

Newark, NJ 07102

(973) 648-2700

Atlantic City Office

26 Pennsylvania Avenue

3rd Floor

Atlantic City, NJ 08401

(609) 441-3100

Camden Regional Office

One Port Center, 4th Floor

2 Riverside Drive, Suite 402

Camden, NJ 08103

(856) 614-2550

United States Equal Employment Opportunity

Commission (EEOC)

(Within 300 days of the discriminatory act)

National Call Center – 1 800-669-4000

APPENDIX D

Data Charts

Comparison of University Profile and Availability for Classified Competitive Titles

EEO JOB GROUP	AVAILABILITY ESTIMATES	ACTUAL NUMBER as of 9/10/2014
Clerical and Secretarial		
American Indian or Alaskan Native Males	0.03	0
Asian Males	5.05	0
Black or African American Males	16.23	3
Hispanic or Latino Males	8.79	2
Two or more races Males	1.70	3
White Males	68.19	11
Total Males	100.0	19
American Indian or Alaskan Native Females	0.17	0
Asian Females	2.77	4
Black or African American Females	13.08	29
Hispanic or Latino Females	8.36	11
Two or more races Females	1.43	0
White Females	74.18	189
Total Females	100.0	233
Minority Males	31.8	8
Minority Females	25.8	44
Total Minority	57.6	52
Service/Maintenance		
American Indian or Alaskan Native Males	0.20	3
Asian Males	4.90	0
Black or African American Males	16.22	37
Hispanic or Latino Males	16.57	10
Two or more races Males	1.23	0
White Males	60.87	87
Total Males	100.0	137
American Indian or Alaskan Native Females	0.30	2
Asian Females	4.43	0
Black or African American Females	17.62	29
Hispanic or Latino Females	14.12	11
Two or more races Females	1.32	0
White Females	62.22	22

Total Females	100.0	64
Minority Males	39.1	50
Minority Females	37.8	42
Total Minority	76.9	92
Skilled Crafts		
American Indian or Alaskan Native Males	0.22	1
Asian Males	2.13	1
Black or African American Males	6.01	16
Hispanic or Latino Males	16.40	4
Two or more races Males	1.46	1
White Males	73.77	81
Total Males	100.0	104
American Indian or Alaskan Native Females	0.22	0
Asian Females	4.73	0
Black or African American Females	11.48	1
Hispanic or Latino Females	31.29	0
Two or more races Females	1.13	0
White Females	51.16	5
Total Females	100.0	6
Minority Males	26.2	23
Minority Females	48.8	1
Total Minority		24
Technical and Paraprofessional		
American Indian or Alaskan Native Males	0.10	0
Asian Males	7.10	1
Black or African American Males	9.50	4
Hispanic or Latino Males	4.48	1
Two or more races Males	2.08	2
White Males	76.74	13
Total Males	100.0	21
American Indian or Alaskan Native Females	0.63	0
Asian Females	4.15	2
Black or African American Females	15.05	25
Hispanic or Latino Females	7.67	6
Two or more races Females	1.56	1
White Females	70.94	90
Total Females	100.0	124
Minority Males	23.3	8
Minority Females	29.1	34
Total Minority	52.3	42

PROVOST OFFICE

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	10.00%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	90.00%		74.18
Males			
American Indian or Alaskan Native	0		0.03
Asian	0		5.05
Black or African American	0		16.23
Hispanic or Latino	0		8.79
Two or more races	0		1.7
White	0		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	4.17%		7.55
Black or African American	8.33%		12.57
Hispanic or Latino	8.33%		5.46
Two or more races	0.00%		1.3
White	62.50%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	100.00%		73.94
Technical and paraprofessional	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63

Asian	0.00%		4.15
Black or African American	14.28%		15.05
Hispanic or Latino	0.00%		7.66
Two or more races	7.14%		1.56
White	78.57%		70.94
Males			
American Indian or Alaskan Native	0.00%		0.1
Asian	0.00%		7.1
Black or African American	33.33%		9.5
Hispanic or Latino	33.33%		4.5
Two or more races	0.00%		2.08
White	33.33%		76.74
Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	20.00%		10.57
Hispanic or Latino	0.00%		8.45

Two or more races	0.00%		1.45
White	80.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	100.00%		80.38

STUDENT AFFAIRS

Division		Hiring Availability	
Clerical	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	14.29%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	85.71%		74.18
Males			
American Indian or Alaskan Native	0		0.03
Asian	0		5.05
Black or African American	0		16.23
Hispanic or Latino	0		8.79
Two or more races	0		1.7
White	0		68.19
Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	14.28%		12.57
Hispanic or Latino	5.20%		5.46
Two or more races	0.00%		1.3

White	76.19%		72.95
Males			
American Indian or Alaskan Native	5.00%		0.14
Asian	5.00%		10.31
Black or African American	30.00%		9.28
Hispanic or Latino	10.00%		5.02
Two or more races	0.00%		1.31
White	50.00%		73.94
Service/Maintenance	%Rowan		%Avail
Females			
American Indian or Alaskan Native	6.67%		0.16
Asian	0.00%		7.55
Black or African American	33.33%		12.57
Hispanic or Latino	20.00%		5.46
Two or more races	0.00%		1.3
White	40.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.2

Asian	0.00%		4.9
Black or African American	30.77%		16.22
Hispanic or Latino	7.69%		16.57
Two or more races	0.00%		1.23
White	61.54%		60.87
Skilled crafts	%Rowan		%Avail
Females	0.00%		
American Indian or Alaskan Native	0.00%		0.22
Asian	0.00%		4.73
Black or African American	100.00%		11.48
Hispanic or Latino	0.00%		31.29
Two or more races	0.00%		1.13
White	0.00%		51.16
Males			
American Indian or Alaskan Native	0.00%		0.22
Asian	0.00%		4.73
Black or African American	100.00%		11.48
Hispanic or Latino	0.00%		31.29
Two or more races	0.00%		1.13
White	0.00%		51.16

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	50.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	50.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	12.50%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	87.50%		80.38

COLLEGE OF BUSINESS

Division		Hiring Availability	
Clerical	% Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	20.00%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	80.00%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7

White	0.00%		68.19
Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	100.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02

Two or more races	0.00%		1.31
White	0.00%		73.94
Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52

Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	100.00%		80.38

Division		Hiring Availability	
FACULTY	% Rowan		% Avail
Accounting/Finance			
Female			
American Indian or Alaskan Native	0.00%		0.46%
Asian	36.36%		11.90%
Black or African American	0.00%		10.07%
Hispanic or Latino	0.00%		2.29%
Two or more races	9.09%		0.69%
White	54.54%		74.60%
Male			
American Indian or Alaskan Native	0.00%		0.57%

Asian	16.67%		7.62%
Black or African American	0.00%		6.86%
Hispanic or Latino	0.00%		4.76%
Two or more races	0.00%		0.38%
White	83.33%		79.81%
Management			
Female			
American Indian or Alaskan Native	0%		0.53%
Asian	75.00%		14.21%
Black or African American	0%		9.47%
Hispanic or Latino	0%		5.26%
Two or more races	0%		0.35%
White	25%		70.18%

Male			
American Indian or Alaskan Native	0.00%		0.45%
Asian	27.27%		10.21%
Black or African American	18.18%		5.50%
Hispanic or Latino	0.00%		3.93%
Two or more races	0.00%		1.01%
White	45.45%		78.90%
Marketing			
Female			
American Indian or Alaskan Native	0.00%		0.00%
Asian	50.00%		6.25%
Black or African American	0.00%		12.50%
Hispanic or Latino	0.00%		6.25%
Two or more races	0.00%		0.00%
White	50.00%		75.00%

Male			
American Indian or Alaskan Native	0.00%		0.76%
Asian	0.00%		8.33%
Black or African American	33.33%		12.88%
Hispanic or Latino	33.33%		3.03%
Two or more races	0.00%		0.00%
White	33.33%		75.00%

COLLEGE OF COMMUNICATIONS AND CREATIVE ARTS

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	0.00%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	100.00%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	25.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	75.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	100.00%		73.94

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian			5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	100.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	0.00%		80.38

Division		Hiring Availability	
FACULTY	% Rowan		% Avail
Art			
Female			
American Indian or Alaskan Native	0%		0.39
Asian	14%		5.19
Black or African American	0%		2.42
Hispanic or Latino	0%		3.43
Two or more races	0%		1.18
White	86%		87.37
Male			
American Indian or Alaskan Native	0%		0.72
Asian	0%		4.47
Black or African American	0%		3.4
Hispanic or Latino	0%		3.58
Two or more races	0%		0.72
White	100%		87.11

Comm Studies			
Female			
American Indian or Alaskan Native	0%		0.46
Asian	0%		3.9
Black or African American	0%		8.01
Hispanic or Latino	0%		2.74
Two or more races	0%		0.92
White	100%		83.98
Male			
American Indian or Alaskan Native	17%		0
Asian	0%		2.71
Black or African American	17%		6.33
Hispanic or Latino	0%		3.62
Two or more races	0%		0.45
White	67%		86.88

RTF			
Female			
American Indian or Alaskan Native	0%		0.00%
Asian	0%		5.00%
Black or African American	0%		11.00%
Hispanic or Latino	0%		4.00%
Two or more races	33%		1.00%
White	66%		76.00%
Male			
American Indian or Alaskan Native	0%		0
Asian	0%		2.73
Black or African American	0%		8.64
Hispanic or Latino	0%		4.09
Two or more races	0%		1.36
White	100%		83.18
Writing Arts			
Female			
American Indian or Alaskan Native	0%		0.51%
Asian	0%		3.91%
Black or African American	0%		6.29%
Hispanic or Latino	0%		3.74%
Two or more races	0%		1.53%

White	100%		84.01%
Male			
American Indian or Alaskan Native	0%		0.53
Asian	14%		1.58
Black or African American	0%		3.69
Hispanic or Latino	0%		3.69
Two or more races	0%		0.53
White	86%		89.97
Journalsim			
Female			
American Indian or Alaskan Native	0%		0.00%
Asian	0.00%		5.00%
Black or African American	25.00%		11.00%
Hispanic or Latino	0%		4.00%
Two or more races	0%		1.00%
White	75%		76.00%
Male			
American Indian or Alaskan Native	0%		0
Asian	0%		2.73
Black or African American	0%		8.64
Hispanic or Latino	0%		4.09
	0%		1.36
Two or more races			
White	100%		83.18

PR/Advertising			
Female			
American Indian or Alaskan Native	0%		0.46
Asian	16.66%		3.9
Black or African American	33.33%		8.01
Hispanic or Latino	0%		2.74
Two or more races	0%		0.92
White	50%		83.98
Male			
American Indian or Alaskan Native	0%		0
Asian	0%		2.71
Black or African American	0%		6.33
Hispanic or Latino	0%		3.62
Two or more races	0%		0.45
White	100%		86.88

COLLEGE OF EDUCATION

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	8.33%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	91.67%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	100.00%		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	100.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	100.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	0.00%		73.94

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	20.00%		5
Black or African American	20.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	60.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	0.00%		80.38

Division		Hiring Availability	
FACULTY	%Rowan		% Avail
Educational Leadership			
Female			
American Indian or Alaskan Native	0%		3.19
Asian	14%		5.22
Black or African American	0%		51.77
Hispanic or Latino	0%		16.23
Two or more races	0%		2.4
White	85%		21.18
Male			
American Indian or Alaskan Native	0%		0.85
Asian	0%		1.9
Black or African American	0%		13.4
Hispanic or Latino	5%		5.22
Two or more races	0%		0.64
White	50%		77.99

HES			
Female			
American Indian or Alaskan Native	0%		0.23
Asian	0%		4.24
Black or African American	0%		7.11
Hispanic or Latino	0%		3.33
Two or more races	0%		0.8
White	100%		84.29
Male			
American Indian or Alaskan Native	0%		0.21
Asian	0%		3.93
Black or African American	0%		4.14
Hispanic or Latino	0%		3.42
Two or more races	0%		0.83
White	100%		87.5

Lang, Lit, & Special Edu			
Female			
American Indian or Alaskan Native	0%		0.46
Asian	19%		3.2
Black or African American	19%		9.27
Hispanic or Latino	0%		4.62
Two or more races	0%		0.61
White	63%		81.84
Male			
American Indian or Alaskan Native	0%		0.88
Asian	0%		3.29
Black or African American	0%		11.62
Hispanic or Latino	0%		4.61
Two or more races	0%		0.66
White	100%		78.95

Teacher Ed			
Female			
American Indian or Alaskan Native	0%		1.61
Asian	0%		2.41
Black or African American	0%		13.02
Hispanic or Latino	7%		4.02
Two or more races	0%		0.8
White	93%		78.14
Male			
American Indian or Alaskan Native	0%		0.65
Asian	0%		3.35
Black or African American	20%		12.15
Hispanic or Latino	0%		4.48
Two or more races	0%		0.86
White	80%		78.51

Edu, Services, Admin, & Higher Educ			
Female			
American Indian or Alaskan Native	0%		0.97
Asian	0%		3.8
Black or African American	0%		23.78
Hispanic or Latino	0%		7.49
Two or more races	0%		1.06
White	100%		62.9
Male			
American Indian or Alaskan Native	0%		1.36
Asian	0%		2.72
Black or African American	100%		11.1
Hispanic or Latino	0%		5.55
Two or more races	0%		0.71
White	0%		78.56

Division		Hiring Availability	
Clerical	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	16.67%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	83.33%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19
Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16

Asian	0.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	25.00%		5.46
Two or more races	0.00%		1.3
White	75.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	100.00%		73.94
Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45

White	0.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	50.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	50.00%		80.38

Division		Hiring Availability	
FACULTY	% Rowan		% Avail
Chemical			
Female			
American Indian or Alaskan Native	0%		0.79
Asian	0%		19.91
Black or African American	0%		6.52
Hispanic or Latino	50%		6.64
Two or more races	0%		1.35
White	50%		64.79
Male			
American Indian or Alaskan Native	0%		0.1

Asian	0%		23.61
Black or African American	0%		2.09
Hispanic or Latino	0%		3.42
Two or more races	0%		0.7
White	100%		72.18
Civil & Env			
Female			
American Indian or Alaskan Native	0%		0.57
Asian	50%		13.09
Black or African American	0%		4.04
Hispanic or Latino	0%		5.71
Two or more races	0%		1.95
White	50%		74.65
Male			
American Indian or Alaskan Native	0%		0.28
Asian	25%		13.21
Black or African American	0%		3.51
Hispanic or Latino	0		5.15
Two or more races	0%		0.61
White	75%		77.22

Electrical & Comp			
Female			
American Indian or Alaskan Native	0%		0
Asian	33%		23.77
Black or African American	0%		3.64
Hispanic or Latino	0%		2.3
Two or more races	0%		0.74
White	66%		69.54
Male			
American Indian or Alaskan Native	0%		0.31
Asian	25%		23.18
Black or African American	0%		3.72
Hispanic or Latino	0%		4.27
Two or more races	0%		0.84
White	75%		67.68
Mechanical			
Female			
American Indian or Alaskan Native	0%		0.57
Asian	0%		21.1
Black or African American	0%		4.18
Hispanic or Latino	0%		5.13
Two or more races	50%		4.75
White	50%		64.26

Male			
American Indian or Alaskan Native	0%		0.46
Asian	86%		16.1
Black or African American	0%		3.84
Hispanic or Latino	0%		3.42
Two or more races	0%		0.24
White	14%		75.94

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	9.09%		2.77
Black or African American	18.18%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	72.73%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	33.33%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	33.33%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	100.00%		73.94

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	100.00%		80.38

Division		Hiring Availability	
FACULTY	%Rowan		%Avail
English			
Female			
American Indian or Alaskan Native	0.00%		0.37%
Asian	0.00%		5.63%
Black or African American	14.29%		5.77%
Hispanic or Latino	14.29%		4.18%
Two or more races	0.00%		3.11%
White	71.43%		80.92%
Male			
American Indian or Alaskan Native	0.00%		0.51%
Asian	0.00%		4.76%
Black or African American	0.00%		3.14%
Hispanic or Latino	25.00%		3.96%
Two or more races	25.00%		1.13%
White	50.00%		86.48%

Foreign Languages			
Female			
American Indian or Alaskan Native	0.00%		0.19%
Asian	0.00%		4.75%
Black or African American	0.00%		2.13%
Hispanic or Latino	50.00%		18.08%
Two or more races	0.00%		0.86%
White	50.00%		73.98%
Male			
American Indian or Alaskan Native	0.00%		0.39%
Asian	0.00%		3.14%
Black or African American	0.00%		2.87%
Hispanic or Latino	50.00%		20.08%
Two or more races	0.00%		0.99%
White	50.00%		72.53%

Geography & Environment			
Female			
American Indian or Alaskan Native	0.00%		0.67%
Asian	0.00%		4.89%
Black or African American	0.00%		2.53%
Hispanic or Latino	0.00%		3.88%
Two or more races	0.00%		0.34%
White	100.00%		87.69%
Male			
American Indian or Alaskan Native	0.00%		0.66%
Asian	0.00%		3.17%
Black or African American	0.00%		2.95%
Hispanic or Latino	0.00%		2.65%
Two or more races	0.00%		1.64%
White	75.00%		88.95%

History			
Female			
American Indian or Alaskan Native	0.00%		0.70%
Asian	0.00%		5.05%
Black or African American	14.28%		5.73%
Hispanic or Latino	0.00%		4.89%
Two or more races	0.00%		1.54%
White	86.71%		82.09%
Male			
American Indian or Alaskan Native	0.00%		0.46%
Asian	20.00%		2.70%
Black or African American	0.00%		4.35%
Hispanic or Latino	0.00%		4.23%
Two or more races	0.00%		0.96%
White	80.00%		87.29%

Philosophy/ Religion			
Female			
American Indian or Alaskan Native	0.00%		0.36%
Asian	0.00%		4.69%
Black or African American	0.00%		4.32%
Hispanic or Latino	0.00%		2.76%
Two or more races	0.00%		1.35%
White	100.00%		86.50%
Male			
American Indian or Alaskan Native	0.00%		0.46%
Asian	25.00%		5.00%
Black or African American	0.00%		3.03%
Hispanic or Latino	0.00%		3.02%
Two or more races	0.00%		0.81%
White	75.00%		86.99%

Law & Justice			
Female			
American Indian or Alaskan Native	0.00%		0.80%
Asian	0.00%		2.14%
Black or African American	0.00%		7.49%
Hispanic or Latino	16.67%		3.47%
Two or more races	0.00%		1.07%
White	83.33%		85.03%
Male			
American Indian or Alaskan Native	0.00%		0.00%
Asian	16.67%		2.30%
Black or African American	16.67%		10.34%
Hispanic or Latino	0.00%		3.49%
Two or more races	0.00%		0.29%
White	66.67%		83.62%
Poli Sci/Econ			
Female			
American Indian or Alaskan Native	0.00%		0.44%

Asian	33.00%		10.73%
Black or African American	33.00%		6.69%
Hispanic or Latino	0.00%		4.22%
Two or more races	0.00%		1.32%
White	33.00%		76.60%
Male			
American Indian or Alaskan Native	0.00%		0.33%
Asian	0.00%		7.60%
Black or African American	0.00%		4.89%
Hispanic or Latino	0.00%		4.74%
Two or more races	0.00%		0.79%
White	100.00%		81.64%
Sociology/ Anthropology			
Female			
American Indian or Alaskan Native	0.00%		0.91%
Asian	16.67%		6.12%
Black or African American	0.00%		7.63%
Hispanic or Latino	16.67%		6.18%
Two or more races	0.00%		1.71%
White	66.67%		77.44%
Male			
American Indian or Alaskan Native	0.00%		0.91%

Native			
Asian	0.00%		4.76%
Black or African American	20.00%		6.66%
Hispanic or Latino	0.00%		6.78%
Two or more races	0.00%		1.53%
White	80.00%		79.35%

COLLEGE OF MATH AND SCIENCE

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	11.11%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	88.89%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	100.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	22.22%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	77.78%		73.94

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	100.00%		7.56
Two or more races	0.00%		1.13
White	0.00%		80.38

Technical and paraprofessional	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		4.15
Black or African American	0.00%		15.05
Hispanic or Latino	0.00%		7.66
Two or more races	0.00%		1.56
White	100.00%		70.94
Males			
American Indian or Alaskan Native	0.00%		0.1
Asian	0.00%		7.1
Black or African American	0.00%		9.5
Hispanic or Latino	0.00%		4.5
Two or more races	0.00%		2.08
White	100.00%		76.74

Division		Hiring Availability	
FACULTY	%Rowan		%Avail
Biological Sci			
Female			
American Indian or Alaskan Native	0.00%		1.50%
Asian	0.00%		8.65%
Black or African American	0.00%		3.64%
Hispanic or Latino	0.00%		10.47%
Two or more races	0.00%		0.76%
White	100.00%		76.33%
Male			
American Indian or Alaskan Native	0.00%		0.00%
Asian	11.11%		9.21%
Black or African American	0.00%		2.93%
Hispanic or Latino	11.11%		6.14%
Two or more races	0.00%		9.30%
White	77.78%		80.77%

Chemistry			
Female			
American Indian or Alaskan Native	0.00%		0.57%
Asian	100.00%		13.43%
Black or African American	0.00%		5.14%
Hispanic or Latino	0.00%		8.86%
Two or more races	0.00%		0.57%
White	0.00%		71.43%
Male			
American Indian or Alaskan Native	0.00%		1.08%
Asian	50.00%		10.18%
Black or African American	14.28%		4.32%
Hispanic or Latino	0.00%		5.71%
Two or more races	0.00%		4.60%
White	28.57%		78.24%

Computer Science			
Female			
American Indian or Alaskan Native	0.00%		11.00%
Asian	0.00%		26.74%
Black or African American	0.00%		5.81%
Hispanic or Latino	25.00%		3.07%
Two or more races	0.00%		1.27%
White	75.00%		63.00%
Male			
American Indian or Alaskan Native	0.00%		0.31%
Asian	33.00%		17.44%
Black or African American	0.00%		2.32%
Hispanic or Latino	0.00%		2.63%
Two or more races	0.00%		1.18%
White	66.67%		76.20%

Mathematics			
Female			
American Indian or Alaskan Native	0.00%		0.38%
Asian	0.00%		13.52%
Black or African American	0.00%		4.14%
Hispanic or Latino	0.00%		3.76%
Two or more races	14.28%		0.93%
White	71.43%		77.26%
Male			
American Indian or Alaskan Native	0.00%		0.19%
Asian	31.25%		9.36%
Black or African American	12.50%		2.71%
Hispanic or Latino	0.00%		3.69%
Two or more races	0.00%		0.82%
White	56.25%		83.24%

Physics			
Female			
American Indian or Alaskan Native	0.00%		0.00%
Asian	0.00%		8.48%
Black or African American	100.00%		1.34%
Hispanic or Latino	0.00%		1.78%
Two or more races	0.00%		0.89%
White	0.00%		87.50%
Male			
American Indian or Alaskan Native	0.00%		0.68%
Asian	27.27%		8.77%
Black or African American	0.00%		1.64%
Hispanic or Latino	9.09%		3.29%
Two or more races	0.00%		1.37%
White	63.64%		84.25%
Nursing			
Female			
American Indian or Alaskan Native	0.00%		0.65%

Asian	0.00%		4.30%
Black or African American	0.00%		6.69%
Hispanic or Latino	0.00%		2.05%
Two or more races	0.00%		0.65%
White	100.00%		85.65%
Male			
American Indian or Alaskan Native	0.00%		0.45%
Asian	0.00%		2.23%
Black or African American	0.00%		3.57%
Hispanic or Latino	0.00%		6.25%
Two or more races	0.00%		0.89%
White	100.00%		86.61%
Psychology			
Female			
American Indian or Alaskan Native	0.00%		0.65%
Asian	9.09%		4.65%
Black or African American	0.00%		6.92%
Hispanic or Latino	0.00%		14.81%

Two or more races	0.00%		0.86%
White	90.90%		72.11%
Male			
American Indian or Alaskan Native	0.00%		1.22%
Asian	0.00%		4.48%
Black or African American	0.00%		3.26%
Hispanic or Latino	0.00%		11.20%
Two or more races	0.00%		0.41%
White	75.00%		79.43%

COLLEGE OF PERFORMING ARTS

Division		Hiring Availability	
Clerical	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	0.00%		13.08
Hispanic or Latino	0.00%		8.36
Two or more races	0.00%		1.43
White	100.00%		74.18
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	0.00%		12.57
Hispanic or Latino	0.00%		5.46
Two or more races	0.00%		1.3
White	100.00%		72.95
Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	0.00%		10.31
Black or African American	0.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	100.00%		73.94

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5
Black or African American	0.00%		10.57
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	0.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	100.00%		80.38

Division		Hiring Availability	
FACULTY	%Rowan		% Avail
MUSIC			
Female			
American Indian or Alaskan Native	0%		0.08
Asian	0%		14.26
Black or African American	0%		1.9
Hispanic or Latino	0%		2.47
Two or more races	0%		1.2
White	100%		80.09
Male			
American Indian or Alaskan Native	0%		0.36
Asian	0%		3.97
Black or African American	17%		3.17
Hispanic or Latino	0%		4.17
Two or more races	8%		0.83
White	75%		87.5

Theatre & Dance			
Female			
American Indian or Alaskan Native	0%		0.4
Asian	0%		1.99
Black or African American	0%		4.58
Hispanic or Latino	0%		4.78
Two or more races	0%		0.01
White	100%		86.25
Male			
American Indian or Alaskan Native	0%		0.56
Asian	0%		1.94
Black or African American	20%		4.72
Hispanic or Latino	0%		3.61
Two or more races	0%		0.83
White	80%		88.33

FACILITIES

Division		Hiring Availability	
Clerical/Secretarial	%Rowan	%Avail	
Females			
American Indian or Alaskan Native	0.00	0.17	
Asian	0.00	2.77	
Black or African American	12.50	13.08	
Hispanic or Latino	0.00	8.36	
Two or more races	0.00	1.43	
White	87.50	74.18	
Males			
American Indian or Alaskan Native	0.00	0.03	
Asian	0.00	5.05	
Black or African American	30.00	16.23	
Hispanic or Latino	0.00	8.79	
Two or more races	0.00	1.70	
White	70.00	68.19	
Other professionals	%Rowan	%Avail	
Females			
American Indian or Alaskan Native	0.00	0.16	
Asian	0.00	7.55	
Black or African American	0.00	12.57	
Hispanic or Latino	0.00	5.46	
Two or more races	0.00	1.30	
White	100.00	72.95	
Males			
American Indian or Alaskan Native	0.00	0.14	
Asian	0.00	10.31	
Black or African American	0.00	9.28	

Hispanic or Latino	0.00	5.02
Two or more races	0.00	1.31
White	100.00	73.94
Service/Maintenance	%Rowan	%Avail
Females		
American Indian or Alaskan Native	3.70	0.30
Asian	0.00	4.43
Black or African American	62.96	17.62
Hispanic or Latino	11.11	14.12
Two or more races	0.00	1.32
White	22.22	62.22
Males		
American Indian or Alaskan Native	4.54	0.20
Asian	0.00	4.90
Black or African American	36.36	16.22
Hispanic or Latino	13.64	16.57
Two or more races	0.00	1.23
White	45.45	60.87
Skilled crafts	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.22
Asian	0.00	4.73
Black or African American	0.00	11.48
Hispanic or Latino	0.00	31.29
Two or more races	0.00	1.13
White	100.00	51.16
Males		
American Indian or Alaskan Native	1.28	0.22
Asian	1.28	2.13
Black or African American	15.38	6.01
Hispanic or Latino	2.56	16.40
Two or more races	1.28	1.46
White	78.20	73.77

Technical and paraprofessional	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.63
Asian	0.00	4.15
Black or African American	0.00	15.05
Hispanic or Latino	0.00	7.67
Two or more races	0.00	1.56
White	0.00	70.94
Males		
American Indian or Alaskan Native	0.00	0.10
Asian	0.00	7.10
Black or African American	0.00	9.50
Hispanic or Latino	0.00	4.48
Two or more races	100.00	2.08
White	0.00	76.74
Executive/Admin and managerial	%Rowan	%Avail
Females		
American Indian or Alaskan Native	100.00	0.63
Asian	0.00	5.00
Black or African American	0.00	10.17
Hispanic or Latino	0.00	8.45
Two or more races	0.00	1.45
White	0.00	74.29
Males		
American Indian or Alaskan Native	12.50	0.45
Asian	12.50	4.95
Black or African American	12.50	5.52
Hispanic or Latino	0.00	7.56
Two or more races	0.00	1.13
White	62.50	80.39

FINANCE

Division		Hiring Availability		
Clerical/Secretarial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.17	
Asian	0.00		2.77	
Black or African American	0.00		13.08	
Hispanic or Latino	6.25		8.36	
Two or more races	6.25		1.43	
White	87.50		74.18	
Males				
American Indian or Alaskan Native	0		0.03	
Asian	0		5.05	
Black or African American	0		16.23	
Hispanic or Latino	0		8.79	
Two or more races	0		1.70	
White	0		68.19	
Other professionals	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.16	
Asian	6.25		7.55	
Black or African American	12.50		12.57	
Hispanic or Latino	6.25		5.46	
Two or more races	0.00		1.30	
White	75.00		72.95	
Males				
American Indian or Alaskan Native	0.00		0.14	
Asian	0.00		10.31	
Black or African	0.00		9.28	

American				
Hispanic or Latino	0.00		5.02	
Two or more races	12.50		1.31	
White	87.50		73.94	
Technical and paraprofessional	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		4.15	
Black or African American	16.67		15.05	
Hispanic or Latino	0.00		7.67	
Two or more races	0.00		1.56	
White	83.33		70.94	
Males				
American Indian or Alaskan Native	0.00		0.10	
Asian	0.00		7.10	
Black or African American	0.00		9.50	
Hispanic or Latino	0.00		4.48	
Two or more races	0.00		2.08	
White	100.00		76.74	
Executive/Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0		0.63	
Asian	0		5.00	
Black or African American	0		10.17	
Hispanic or Latino	12.5		8.45	
Two or more races	0		1.45	
White	87.5		74.29	

Males				
American Indian or Alaskan Native	0.00		0.45	
Asian	0.00		4.95	
Black or African American	0.00		5.52	
Hispanic or Latino	0.00		7.56	
Two or more races	0.00		1.13	
White	100.00		80.39	

INFORMATION RESOURCES AND TECHNOLOGY

Division		Hiring Availability		
Clerical/Secretarial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.17	
Asian	0.00		2.77	
Black or African American	33.33		13.08	
Hispanic or Latino	0.00		8.36	
Two or more races	0.00		1.43	
White	66.66		74.18	
Males				
American Indian or Alaskan Native	0.00		0.03	
Asian	0.00		5.05	
Black or African American	0.00		16.23	
Hispanic or Latino	0.00		8.79	
Two or more races	0.00		1.70	
White	0.00		68.19	
Other professionals				
	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.16	
Asian	8.00		7.55	
Black or African American	16.00		12.57	
Hispanic or Latino	0.00		5.46	
Two or more races	0.00		1.30	
White	76.00		72.95	
Males				
American Indian or Alaskan Native	2.00		0.14	
Asian	10.00		10.31	

Black or African American	6.00		9.28	
Hispanic or Latino	2.00		5.02	
Two or more races	0.00		1.31	
White	78.00		73.94	
Technical and paraprofessional	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		4.15	
Black or African American	0.00		15.05	
Hispanic or Latino	100.00		7.66	
Two or more races	0.00		1.56	
White	0.00		70.94	
Males				
American Indian or Alaskan Native	0.00		0.10	
Asian	0.00		7.10	
Black or African American	0.00		9.50	
Hispanic or Latino	0.00		4.50	
Two or more races	0.00		2.08	
White	100.00		76.74	
Executive/Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		5.00	
Black or African American	0.00		10.17	
Hispanic or Latino	0.00		8.45	
Two or more races	0.00		1.45	
White	100.00		74.29	

Males				
American Indian or Alaskan Native	7.14		0.45	
Asian	0.00		4.95	
Black or African American	0.00		5.52	
Hispanic or Latino	0.00		7.56	
Two or more races	0.00		1.13	
White	92.85		80.39	

HEALTH SCIENCES

Division		Hiring Availability		
Clerical/Secretarial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.17	
Asian	0.00		2.77	
Black or African American	0.00		13.08	
Hispanic or Latino	0.00		8.36	
Two or more races	0.00		1.43	
White	100.00		74.18	
Males				
American Indian or Alaskan Native	0.00		0.03	
Asian	0.00		5.05	
Black or African American	0.00		16.23	
Hispanic or Latino	0.00		8.79	
Two or more races	0.00		1.70	
White	0.00		68.19	
Other professionals	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.16	
Asian	0.00		7.55	
Black or African American	0.00		12.57	
Hispanic or Latino	0.00		5.46	
Two or more races	0.00		1.30	
White	100.00		72.95	
Males				
American Indian or Alaskan Native	0.00		0.14	
Asian	0.00		10.31	
Black or African	0.00		9.28	

American				
Hispanic or Latino	0.00		5.02	
Two or more races	0.00		1.31	
White	100.00		73.94	
Executive/Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		5.00	
Black or African American	0.00		10.17	
Hispanic or Latino	0.00		8.45	
Two or more races	0.00		1.45	
White	100.00		74.29	
Males				
American Indian or Alaskan Native	0.00		0.45	
Asian	50.00		4.95	
Black or African American	0.00		5.52	
Hispanic or Latino	0.00		7.56	
Two or more races	0.00		1.13	
White	50.00		80.39	

GENERAL COUNSEL

Division		Hiring Availability		
Clerical/Secretarial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.17	
Asian	0.00		2.77	
Black or African American	0.00		13.08	
Hispanic or Latino	0.00		8.36	
Two or more races	0.00		1.43	
White	100.00		74.18	
Males				
American Indian or Alaskan Native	0.00		0.03	
Asian	0.00		5.05	
Black or African American	0.00		16.23	
Hispanic or Latino	0.00		8.79	
Two or more races	0.00		1.70	
White	0.00		68.19	
Other professionals				
	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.16	0.16
Asian	0.00		7.55	7.55
Black or African American	0.00		12.57	12.57
Hispanic or Latino	0.00		5.46	5.46
Two or more races	0.00		1.30	1.30

White	100.00		72.95	72.95
Males				
American Indian or Alaskan Native	0.00		0.14	0.14
Asian	0.00		10.31	10.31
Black or African American	0.00		9.28	9.28
Hispanic or Latino	0.00		5.02	5.02
Two or more races	0.00		1.31	1.31
White	0.00		73.94	73.94
Executive/Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		5.00	
Black or African American	0.00		10.17	
Hispanic or Latino	0.00		8.45	
Two or more races	0.00		1.45	
White	100.00		74.29	
Males				
American Indian or Alaskan Native	0.00		0.45	
Asian	0.00		4.95	
Black or African American	50.00		5.52	
Hispanic or Latino	0.00		7.56	
Two or more races	0.00		1.13	
White	50.00		80.39	

ADMINISTRATION AND STRATEGIC ADVANCEMENT

Division		Hiring Availability		
Clerical/Secretarial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.17	
Asian	0.00		2.77	
Black or African American	12.50		13.08	
Hispanic or Latino	0.00		8.36	
Two or more races	6.25		1.43	
White	81.25		74.18	
Males	0.00			
American Indian or Alaskan Native	0.00		0.03	
Asian	0.00		5.05	
Black or African American	0.00		16.23	
Hispanic or Latino	0.00		8.79	
Two or more races	0.00		1.70	
White	0.00		68.19	
Other professionals	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.16	
Asian	0.00		7.55	
Black or African American	12.28		12.57	
Hispanic or Latino	8.77		5.46	
Two or more races	0.00		1.30	
White	78.95		72.95	
Males				
American Indian or Alaskan Native	0.00		0.14	
Asian	0.00		10.31	
Black or African	22.22		9.28	

American				
Hispanic or Latino	5.55		5.02	
Two or more races	0.00		1.31	
White	72.22		73.94	
Technical and paraprofessional	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	0.00		4.15	
Black or African American	0.00		15.05	
Hispanic or Latino	0.00		7.66	
Two or more races	0.00		1.56	
White	100.00		70.94	
Males				
American Indian or Alaskan Native	0.00		0.10	
Asian	0.00		7.10	
Black or African American	0.00		9.50	
Hispanic or Latino	0.00		4.50	
Two or more races	0.00		2.08	
White	0.00		76.74	
Executive/Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00		0.63	
Asian	5.00		5.00	
Black or African American	10.00		10.17	
Hispanic or Latino	5.00		8.45	
Two or more races	0.00		1.45	
White	80.00		74.29	

Males				
American Indian or Alaskan Native	6.25		0.45	
Asian	0.00		4.95	
Black or African American	6.25		5.52	
Hispanic or Latino	6.25		7.56	
Two or more races	0.00		1.13	
White	81.25		80.39	

CHIEF OF STAFF

Division		Hiring Availability	
Clerical/Secretarial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0		0.17
Asian	0		2.77
Black or African American	0		13.08
Hispanic or Latino	14.29		8.36
Two or more races	0		1.43
White	85.71		74.18
Males			
American Indian or Alaskan Native	0.00		0.03
Asian	0.00		5.05
Black or African American	0.00		16.23
Hispanic or Latino	0.00		8.79
Two or more races	0.00		1.70
White	0.00		68.19
Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.16
Asian	0.00		7.55
Black or African American	0.00		12.57
Hispanic or Latino	0.00		5.46
Two or more races	0.00		1.30
White	100.00		72.95
Males			
American Indian or Alaskan Native	0		0.14
Asian	0		10.31

Black or African American	6.67		9.28
Hispanic or Latino	0		5.02
Two or more races	0		1.31
White	93.33		73.94
Service/Maintenance	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0		0.30
Asian	0		4.43
Black or African American	25		17.62
Hispanic or Latino	0		14.12
Two or more races	0		1.32
White	75		62.22
Males			
American Indian or Alaskan Native	0		0.20
Asian	0		4.90
Black or African American	8.33		16.22
Hispanic or Latino	2.08		16.57
Two or more races	0		1.23
White	89.58		60.87
Technical and paraprofessional	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.63
Asian	0.00		4.15
Black or African American	0.00		15.05
Hispanic or Latino	0.00		7.66
Two or more races	0.00		1.56
White	100.00		70.94

Males			
American Indian or Alaskan Native	0.00		0.10
Asian	0.00		7.10
Black or African American	0.00		9.50
Hispanic or Latino	0.00		4.50
Two or more races	20.00		2.08
White	80.00		76.74
Executive/Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.63
Asian	0.00		5.00
Black or African American	0.00		10.17
Hispanic or Latino	0.00		8.45
Two or more races	0.00		1.45
White	100.00		74.29
Males			
American Indian or Alaskan Native	0.00		0.45
Asian	0.00		4.95
Black or African American	0.00		5.52
Hispanic or Latino	0.00		7.56
Two or more races	0.00		1.13
White	100.00		80.39

COOPER MEDICAL SCHOOL OF ROWAN UNIVERSITY

Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.16
Asian	4.55		7.55
Black or African American	22.73		12.57
Hispanic or Latino	4.55		5.46
Two or more races	0.00		1.30
White	68.18		72.95
Males			
American Indian or Alaskan Native	0.00		0.14
Asian	0.00		10.31
Black or African American	14.28		9.28
Hispanic or Latino	0.00		5.02
Two or more races	0.00		1.31
White	85.71		73.94
Service/Maintenance	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.30
Asian	0.00		4.43
Black or African American	0.00		17.62
Hispanic or Latino	0.00		14.12
Two or more races	0.00		1.32
White	0.00		62.22
Males			
American Indian or Alaskan Native	20.00		0.20
Asian	0.00		4.90
Black or African American	40.00		16.22
Hispanic or Latino	0.00		16.57
Two or more races	0.00		1.23
White	40.00		60.87

Skilled crafts	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.22
Asian	0.00		4.73
Black or African American	0.00		11.48
Hispanic or Latino	0.00		31.29
Two or more races	0.00		1.13
White	0.00		51.16
Males			
American Indian or Alaskan Native	0.00		0.22
Asian	0.00		2.13
Black or African American	9.09		6.01
Hispanic or Latino	0.00		16.40
Two or more races	0.00		1.46
White	90.91		73.77
Executive/Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00		0.63
Asian	0.00		5.00
Black or African American	18.18		10.17
Hispanic or Latino	0.00		8.45
Two or more races	0.00		1.45
White	81.81		74.29
Males			
American Indian or Alaskan Native	0.00		0.45
Asian	0.00		4.95
Black or African American	0.00		5.52
Hispanic or Latino	0.00		7.56
Two or more races	0.00		1.13
White	100.00		80.39

SCHOOL OF OSTEOPATHIC MEDICINE

Division	Hiring Availability	
Clerical/ Secretarial	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.17
Asian	3.57	2.77
Black or African American	14.28	13.08
Hispanic or Latino	7.14	8.36
Two or more races	1.19	1.43
White	73.08	74.18
Males		
American Indian or Alaskan Native	0.00	0.03
Asian	0.00	5.05
Black or African American	0.00	16.23
Hispanic or Latino	25.00	8.79
Two or more races	0.00	1.70
White	75.00	68.19

Other professionals	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.16
Asian	14.74	7.55
Black or African American	14.21	12.57
Hispanic or Latino	6.84	5.46
Two or more races	1.05	1.30
White	63.16	72.95
	100.00	
Males		
American Indian or Alaskan Native	0%	0.14
Asian	28.57%	10.31
Black or African American	5%	9.28
Hispanic or Latino	5.71%	5.02
Two or more races	1.43%	1.31
White	59.29%	73.94

Service/ Maintenance	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.16
Asian	0.00	7.55
Black or African American	35.71	12.57
Hispanic or Latino	35.71	5.46
Two or more races	0.00	1.30
White	28.57	72.95
Males		
American Indian or Alaskan Native	0.00	0.20
Asian	0.00	4.90
Black or African American	42.31	16.22
Hispanic or Latino	7.69	16.57
Two or more races	0.00	1.23
White	50.00	60.87

Skilled crafts	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.22
Asian	0.00	4.73
Black or African American	0.00	11.48
Hispanic or Latino	0.00	31.29
Two or more races	0.00	1.13
White	0.00	51.16
Males		
American Indian or Alaskan Native	0.00	0.22
Asian	0.00	2.13
Black or African American	8.33	6.01
Hispanic or Latino	16.66	16.40
Two or more races	0.00	1.46
White	75.00	73.77

Technical and paraprofessional	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.63
Asian	2.15	4.15
Black or African American	23.65	15.05
Hispanic or Latino	5.38	7.66
Two or more races	0.00	1.56
White	68.82	70.94
Males		
American Indian or Alaskan Native	0.00	0.10
Asian	14.28	7.10
Black or African American	42.86	9.50
Hispanic or Latino	0.00	4.50
Two or more races	0.00	2.08
White	42.86	76.74

Executive/Admin and managerial	%Rowan	%Avail
Females		
American Indian or Alaskan Native	0.00	0.63
Asian	0.00	5.00
Black or African American	17.39	10.17
Hispanic or Latino	0.00	8.45
Two or more races	0.00	1.45
White	82.60	74.29
Males		
American Indian or Alaskan Native	0.00	0.45
Asian	5.26	4.95
Black or African American	0.00	5.52
Hispanic or Latino	0.00	7.56
Two or more races	5.26	1.13
White	89.47	80.39

CAMDEN CAMPUS

Division		Hiring Availability	
Clerical	%Rowan		% Avail
Females			
American Indian or Alaskan Native	0.00%		0.17
Asian	0.00%		2.77
Black or African American	33.33%		13.08
Hispanic or Latino	66.67%		8.36
Two or more races	0.00%		1.43
White	0.00%		74.18
	100.00%		
Males			
American Indian or Alaskan Native	0.00%		0.03
Asian	0.00%		5.05
Black or African American	0.00%		16.23
Hispanic or Latino	0.00%		8.79
Two or more races	0.00%		1.7
White	0.00%		68.19
Other professionals	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.16
Asian	0.00%		7.55
Black or African American	37.50%		12.57
Hispanic or Latino	37.50%		5.46
Two or more races	0.00%		1.3
White	25.00%		72.95

Males			
American Indian or Alaskan Native	0.00%		0.14
Asian	16.67%		10.31
Black or African American	50.00%		9.28
Hispanic or Latino	0.00%		5.02
Two or more races	0.00%		1.31
White	33.33%		73.94
Service/Maintenance	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.30
Asian	0.00%		4.43
Black or African American	0.00%		17.62
Hispanic or Latino	0.00%		14.12
Two or more races	0.00%		1.32
White	0.00%		62.22
Males			
American Indian or Alaskan Native	0.00%		0.2
Asian	0.00%		4.9

Black or African American	0.00%		16.22
Hispanic or Latino	0.00%		16.57
Two or more races	0.00%		1.23
White	100.00%		60.87
Skilled crafts	%Rowan		%Avail
Females	0.00%		
American Indian or Alaskan Native	0.00%		0.22
Asian	0.00%		4.73
Black or African American	0.00%		11.48
Hispanic or Latino	0.00%		31.29
Two or more races	0.00%		1.13
White	0.00%		51.16
Males			
American Indian or Alaskan Native	0.00%		0.22
Asian	0.00%		2.13
Black or African American	0.00%		6.01
Hispanic or Latino	0.00%		16.40
Two or more races	0.00%		1.46
White	100.00%		73.77

Executive/ Admin and managerial	%Rowan		%Avail
Females			
American Indian or Alaskan Native	0.00%		0.63
Asian	0.00%		5.00
Black or African American	0.00%		10.17
Hispanic or Latino	0.00%		8.45
Two or more races	0.00%		1.45
White	100.00%		74.29
Males			
American Indian or Alaskan Native	0.00%		0.45
Asian	0.00%		4.95
Black or African American	100.00%		5.52
Hispanic or Latino	0.00%		7.56
Two or more races	0.00%		1.13
White	0.00%		80.39

DIVISION OF GLOBAL LEARNING AND PARTNERSHIPS

Division		Hiring Availability		
Clerical	%Rowan		% Avail	
Females				
American Indian or Alaskan Native	0.00%		0.17	
Asian	0.00%		2.77	
Black or African American	0.00%		13.08	
Hispanic or Latino	0.00%		8.36	
Two or more races	0.00%		1.43	
White	100.00%		74.18	
Males				
American Indian or Alaskan Native	0.00%		0.03	
Asian	0.00%		5.05	
Black or African American	0.00%		16.23	
Hispanic or Latino	50.00%		8.79	
Two or more races	0.00%		1.7	
White	50.00%		68.19	
Other professionals	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00%		0.16	
Asian	0.00%		7.55	
Black or African American	10.00%		12.57	
Hispanic or Latino	10.00%		5.46	
Two or more races	0.00%		1.3	
White	80.00%		72.95	

Males				
American Indian or Alaskan Native	0.00%		0.14	
Asian	8.33%		10.31	
Black or African American	0.00%		9.28	
Hispanic or Latino	0.00%		5.02	
Two or more races	8.33%		1.31	
White	83.33%		73.94	
Executive/ Admin and managerial	%Rowan		%Avail	
Females				
American Indian or Alaskan Native	0.00%		0.63	
Asian	0.00%		5.00	
Black or African American	50.00%		10.17	
Hispanic or Latino	0.00%		8.45	
Two or more races	0.00%		1.45	
White	50.00%		74.29	
Males				
American Indian or Alaskan Native	0.00%		0.45	
Asian	0.00%		4.95	

Black or African American	33.33%		5.52	
Hispanic or Latino	33.33%		7.56	
Two or more races	0.00%		1.13	
White	33.33%		80.39	