

PLAN FOR AFFIRMATIVE ACTION YEAR 2017-2018
(September 1, 2017 – August 31, 2018)

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I. PREFACE

The University System of New Hampshire (hereinafter, "University System") consists of four institutions that constitute the public higher education system of the State of New Hampshire. Those institutions include the University of New Hampshire at Durham (founded in 1866), Manchester (founded in 1985) and School of Law (founded in 1973 as the Franklin Pierce Law Center); Keene State College in Keene (founded in 1909); Plymouth State University in Plymouth (founded in 1871); and the state-wide Granite State College (founded in 1972).

Statutory authority and responsibility for all aspects of the policies, programs and operations of these institutions are vested in a single Board of Trustees, with the Chancellor as the Board's Chief Executive Officer, responsible for coordination of those policies, services and procedures which have a system-wide impact.

Continuing the University of New Hampshire's heritage as a land-grant college, the institutions carry on programs which broadly encompass post-secondary education, research and service. In a typical year, the faculty and staff of these institutions provide educational opportunities for approximately 30,000 students; extend educational services that benefit--directly or indirectly--more than a third of the State's people; and support teaching, research and service activities of importance to public and private institutions and to business, industry and government throughout this State, the region, the nation, and in many instances, the world.

The University System has established this Affirmative Action Plan (AAP) in compliance with Executive Order 11246 and the implementing, regulations of the Office of Federal Contract Compliance Programs ("OFCCP"), 41 C. F. R. Part 60-1, including Revised Order No. 4, as amended, 41 C.F.R. Part 60-2. Through the publication and sharing of this Plan, the University System identifies the processes and procedures through which it intends, deliberately and consciously, to carry on positive actions which support that commitment. The USNH and each component institution have issued official policy statements of commitment, signed by its Chief Executive Officer, attached as *Exhibit D*.

This plan includes affirmative action statements as required by VEVRAA for equal opportunity employment of Vietnam Era Veterans, including subsequent amendments. Section II.4 includes USNH's commitment to employment for those with disabilities as described by the Rehabilitation Act Section 503 and the ADA (Americans with Disabilities Act).

Efforts to formally record this commitment began in 1971 with an institution-wide study of policies, procedures and programs supporting or affected by equal opportunity objectives and the development of the preliminary proposal for a formal Affirmative Action Program. Since that time, USNH institutions have developed extensive diversity and equal opportunity employment strategies. Institutional personnel have implemented training for search committees, benchmarks for assessing equal opportunity, and strategies for retention of racial and ethnic minorities.

This Affirmative Action Plan should not be construed as a contract between the University System of New Hampshire and any government agency or contract for the benefit of any third parties, including current or former employees or applicants for employment.

II. USNH EEO POLICY STATEMENTS

1. *Equal Employment Opportunity*

It is the policy of the University System of New Hampshire and each of its component institutions to provide equal employment opportunities to all qualified persons regardless of gender identity or expression, race, color, religion, age, national origin, sexual orientation, marital status, physical or mental disability, or veteran's status pursuant to, but not limited to, Federal Executive Orders 11246 and 11375 and RSA 345A (1965) of the General Laws of New Hampshire, and Section 503 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 and amendments of 2008.

2. *Affirmative Action*

The component institutions of the University System will take affirmative action to provide equal employment opportunity (EEO) to all qualified persons regardless of gender identity or expression, race, color, religion, age, national origin, sexual orientation, marital status, physical or mental disability, or veteran's status. In addition, positive Affirmative Action will be taken in the form of setting goals for reviews of historical areas of discrimination, including race, gender identity or expression, disability and veteran's status. All employment and personnel policies and practices - recruiting, hiring, promotions, demotions, reassignments, transfers, selection for training, compensation, benefits, layoffs and recalls, terminations - will be administered according to EEO principles. This Affirmative Action Plan includes a description of employment goals as well as the means to achieve those goals.

3. *Equal Educational Opportunity*

The University System of New Hampshire reaffirms its policy of administering educational programs and related supporting services and benefits in a manner that does not discriminate because of a student's or prospective student's race, color, religion, gender identity or expression, age, national origin, sexual orientation, marital status, veteran's status, physical or mental disability, or other characteristic that cannot be lawfully the basis for provision of such programs or services.

Further, each institution within the University System will continue to encourage the application of minority and other protected groups, and establish organizational structures and procedures that will provide equal treatment and equal access to the facilities and educational benefits of each institution to all students, as required by law. The institutions within the University System have all filed Title IX Assurance Statements and have been found in compliance by the Office of Civil Rights, U.S. Department of Education. The language for this section is under review by institutional Title IX officers.

4. *Employment of the Disabled*

As a federal Contractor, the University System of New Hampshire is subject to the Rehabilitation Act of 1973 (Section 503 and 504) and The Americans with Disabilities Act of 1990 and 2008 and shall not discriminate against qualified physically or mentally disabled persons on the basis of their disabilities in employment, compensation, promotability, or other programs or activities sponsored by our institutions. Reasonable accommodations shall be made to ensure equal opportunity for the disabled, as specified by the regulations governing these laws. (*Section V.1 - Recruitment Process*) Individual

institutions of the University System have practices and initiatives to encourage accommodations for disabilities.

5. Employment of Veterans

In compliance with the Vietnam Era Veterans' Readjustment Act of 1974, the University System of New Hampshire shall take affirmative action to employ and advance in employment qualified disabled veterans and veterans of the Vietnam Era at all levels of employment. Such a policy shall apply to USNH employment practices and procedures, and shall be implemented according to the regulations governing this law. (*Section V.1 - Recruitment Process.*)

USNH uses several employment resources to promote the hiring of veterans covered by VEVRAA (Vietnam Era Veterans Readjustment Assistance Act) and insure non-discrimination. Affirmative recruitment of veterans includes making most USNH jobs available at our institutional websites and delivering job listings to New Hampshire's Division of Employment Security.

USNH files the annual Vets-4212 report as a means of documentation of this effort as well as for compliances. In its most recent filing, USNH had 151 Veterans in its workforce.

6. Gender Discrimination Guidelines

The University System shall comply with the gender discrimination guidelines issued by OFCCP and set forth at 41 C.F.R. Part 60-20 and shall not discriminate against qualified applicants on the basis of gender identity or expression in employment opportunities, wages, hours, or other conditions of employment.

7. Genetic Information Discrimination Guidelines

The University System shall comply with the genetic discrimination guidelines as described in the Genetic Information Nondiscrimination Act of 2008 and shall not discriminate against qualified applicants on the basis of genetic information in employment opportunities, wages, hours, or other conditions of employment.

III. DISSEMINATION OF POLICY

In response to the OFCCP's regulations requiring internal and external dissemination of EEO policies, the following sets forth the means the University System undertakes to ensure effective communication mechanisms.

1. Internal Dissemination

The Affirmative Action Plan is available electronically to all institutions. The current version of the plan is also available online in the reporting section of the USNH HR website: www.usnh.edu/hr. Faculty, PAT, and Operating Staff will be informed of the existence of this Plan through orientations, handbooks, search processes and other mediums such as policy councils and committees. Students will be informed on all campuses through various student newspapers and other relevant methods.

Furthermore, the University System institutions will publicize its EEO policy to its employees. There are some efforts common to all USNH institutions. Other initiatives vary by institution, mission and nature of opportunity.

The common activities include:

- Post USNH's EEO Policy and the Equal Employment Opportunity Commission's equal employment poster on bulletin boards where they are visible to all employees and potential applicants;
- Periodically include the policy statement, or abbreviated versions thereof, in manuals, publications, newsletters, annual reports, web sites, and appropriate employee orientation materials;
- As appropriate, special meetings and/or orientation sessions will be conducted for all supervisory personnel regarding provisions of this plan, the recruitment packet, and the federal regulations regarding equal employment opportunity. Academic Deans will be responsible for transmitting goals and timetables to their faculty departments/disciplines, and special informational sessions regarding the materials included in the recruitment packet will continue to be conducted for faculty during their search and screening process;
- As appropriate to an individual's responsibility, include accountability in performance goals;
- Include non-discrimination clauses in all collective bargaining agreements, and review all contractual provisions; and
- Engage in training efforts through institutional management courses and through the online training on discrimination.

Additional steps to disseminate this Affirmative Action Plan as well as to promote knowledge of our intent and purpose insuring equal opportunity for all persons will be undertaken as deemed necessary.

2. External Dissemination

The University System continues to promote its community posture as an equal opportunity employer. Specific external activities include:

- Stating in solicitations or advertisements, placed by or on behalf of the University System, that applicants will receive consideration for employment without regard to race, color, religion, gender identity or expression, national origin, sexual orientation, marital status, veteran's status, physical or mental disability, and state that the institution is an Equal Opportunity/Affirmative Action Employer;
- Established policies and practices that encourage recruitment of minorities and women through the use of professional associations, graduate schools, and personal and professional networks;
- Written campus policies that establish search and selection processes to encourage qualified candidates to be identified and to apply; and
- A requirement that contractors, prospective contractors, and/or subcontractors agree to USNH's non-discrimination requirements as incorporated into purchase orders and vendor applications.

In addition to these common efforts, institutional websites describe strategies for equal opportunity and for diversity.

The University of New Hampshire

At the University of New Hampshire, "A culture of inclusion and diversity" is one of the University's six visions and values presented in its 2014 renewal of the strategic plan, "UNH in 2020, Version 2.0: Evolution and Advancement". A website devoted to a description of these efforts can be found at <http://www.unh.edu/strategicplanning/ten-initiatives-inclusive-excellence>.

The University of New Hampshire was awarded a \$1.4 million ADVANCE PAID grant in 2009. This initial grant funded a climate study, institutional data analysis to learn about the status of women at UNH, and programming and fellowships to support UNH women STEM faculty. This initial award was followed by a successful proposal for a five-year, \$3.47million UNH ADVANCE award received in 2012. UNH is fully supportive of the faculty-developed initiatives under this program, and committed to sustaining them even after the five-year funding period. This ADVANCE grant makes UNH part of a larger national effort to transform institutions of higher education in areas where women are traditionally underrepresented.

The goal of UNH ADVANCE is to improve faculty climate and academic leadership through increased fairness, transparency, and clarity of recruitment, retention, and promotion and tenure policies and practices. While the ADVANCE grant is directed at retaining and advancing women faculty in Science, Technology, Engineering and Mathematics (STEM) and the Social and Behavioral Sciences (SBS), the overall goal to transform the climate of the university benefits the entire UNH faculty.

Plymouth State University

Leadership in Academic Affairs, Student Affairs, and Human Resources identified the need for a more integrated, community based approach to diversity and inclusion. To that end, they sought to bring together a working group of individuals with a particular interest and unique perspective on diversity and inclusion. Those participating represent Academic Affairs, Student Affairs, and Human Resources as well as the Plymouth community at large. At present, the group is developing an approach to assessing the support needs and desires are of our students, faculty, and staff. This assessment will inform an integrated approach to addressing those needs. The vision is to engage campus and community members in shaping and implementing diversity & inclusion related activities.

Keene State College

Keene State has made important strategic investments related to diversity and inclusion and sustaining a respectful working and learning environment. Positions added to the institution since 2010 include a coordinator for special student programs working with minority and underrepresented students; a Title IX Coordinator as well as a primary investigator for harassment complaints regarding employees; and a part-time staff position committed to supporting LGBTQ students. A newly established position is responsible for Employee Development and Training and has expanded mandatory training relative to Title IX.

A robust Campus Commission for Diversity, Equity, and Inclusiveness supports "Safe Space" training and special topical events such as supporting transgendered members of the community. To assess our campus culture, Keene State has developed and administered a Campus Climate Survey in 2011 and again in 2014. The results are

informing the strategic priorities for affirmative action planning and education for the coming years.

One last note is the College's new web page for Diversity and Multiculturalism which combines various policies, programs, and offices from across campus into a single point of reference.

Granite State College

GSC's learning centers throughout the state provide employment opportunities to diverse parts of New Hampshire's population. Its pool of adjunct faculty includes more than 500 individuals of diverse age, gender, sexual orientation, color, and veteran status. GSC tailors its recruitment to make use of the skills in local populations.

IV. RESPONSIBILITY FOR IMPLEMENTATION

1. *University System Board of Trustees and the Chancellor*

Ultimate responsibility for equal employment opportunity and its full achievement through the University System's Affirmative Action Plan rests with the Board of Trustees. The Board of Trustees has delegated to the Chancellor the responsibility for coordination, compliance with the laws, regulations and requirements. In 2012, the Board has undertaken a new performance management program for its CEOs. The evaluation process included as part of this new program a goal for successful progress towards completing Affirmative Action goals.

The Board of Trustees has delegated the planning and delivery of affirmative action to its four institutional CEOs. This delegation includes development and delivery of Sections 503 and 504 of the Rehabilitation Act. The USNH Chief Human Resource Officer is responsible for implementing those compliance and coordination duties with the authority of the Chancellor.

2. *Administrative Board*

The success of the Affirmative Action Plan depends upon the understanding and full cooperation of every member to the University System community. Because implementing equal opportunity is a shared task, the impetus and direction for the institutions within the University System must come from the Chief Executive Officers. The ultimate successful implementation of equal employment opportunity and affirmative action is the responsibility of these officers and will be an integral part of their performance evaluations.

3. *University System Chief Human Resources Officer*

Because of the importance of this person's role in coordinating Affirmative Action policies and programs, in cooperation with the institutions in the University System, the major functions of the position are included below:

- Coordinating of Affirmative Action programs throughout the University System to seek compliance with the requirements of E.O. 11246, as amended, and its implementing regulations;

- Providing guidance and counsel to, seeking guidance and counsel from the component institutions' Affirmative Action Officers in matters relating to complaints of discrimination;
- Keeping informed of new federal/state laws and developments in non-discrimination and AA/EEO areas and of all such matters at each University System institution by regular meetings with appropriate administrators;
- Coordinating the University System's compliance with Section 503 and 504 of the Rehabilitation Act of 1973, the Vietnam Era Veteran's Rehabilitation Act of 1974 and the American with Disabilities Act of 1990 (Reporting and compliance is performed primarily at the institutional level);
- Reporting of required data to federal and state agencies as well as representing (upon request) the University System institutions in compliance reviews or complaint investigations conducted by federal or state agencies; and
- Serving as a liaison among the Trustees, Chancellor, University System Officers and/or all institutions of the University System regarding Affirmative Action policy.

4. *University of New Hampshire - Affirmative Action and Equity Office*

The University of New Hampshire has an office responsible for Affirmative Action, Diversity, and Non-Discrimination and equal employment compliance. Because of the specialized expertise of its staff, this office also serves as a system-wide consultant for the Chancellor's office and the other institutions of the University System. This office additionally:

- Trains and disseminates Affirmative Action plans/goals at the University of New Hampshire;
- Provides consultation and expertise in ADA Amendments Act of 2008 (ADAAA) and Section 504 of the Rehabilitation Act compliance for faculty, staff, and students;
- Provides consultation and expertise in equal employment laws, Title IX and campus initiatives aimed at creating a diverse, welcoming and equitable campus;
- Provides institutional direction for Affirmative Action compliance in searches and advertising; and
- Investigates and deals with complaints of discrimination, discriminatory and sexual harassment.

5. *Institutional Liaison Officers*

Each component institution's Affirmative Action Office works jointly with the University System Chief Human Resources Officer to ensure compliance with federal and state regulations regarding nondiscrimination. Each institution is responsible for its own advertising policies, and an effective complaint resolution process ensuring compliance with strategic plans and processes which promote equal opportunity and diversity in the workplace.

6. Vice-Presidents, Deans, Directors, Department Heads

Each Vice-President, Dean, Director, and/or Department Head is responsible for the successful implementation of equal employment opportunity and affirmative action within his/her own area of responsibility as it affects all Faculty, and/or Staff, and such implementation will be reviewed during each administrator's performance evaluation.

7. Other Administrators and Supervisors

Every administrator and supervisor is responsible for conducting his or her activities in such a way as to ensure full compliance with the University System's equal employment opportunity/affirmative action policy and programs, and such conduct will be part of their regular performance goals and review.

USNH also uses a variety of programs and practices to promote diversity and equal opportunity. The websites of USNH institutions provide additional information regarding this work.

V. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS AND POLICIES

The institutions of USNH customize recruiting practices and initiatives to meet the goals of achieving excellence and diversity in its staff and faculty. The common practices are described below.

1. Recruitment and Selection Process

Job specification and/or classifications are periodically reviewed and evaluated in order that all required criteria are job-related. Those job specifications that are utilized are made available to those members of management significantly involved in recruiting, screening, selection, and promotion, and thus are able to recruit qualified persons on a nondiscriminatory basis. USNH is in the process of changing the way job classification information is gathered and reviewed with the goal of insuring both pay equity and responsiveness to changing work demands at the department level.

The University System's EEO policy is reflected in the recruiting and advertising procedures utilized by each institution.

For most faculty and professional staff, institutions use a recruitment and selection process which uses a search or selection committee and/or multi-person interviews.

Each institution develops and utilizes a packet of material and/or personalized training for individual search committees which provides information about resources, networking options, affirmative action goals and campus diversity initiatives.

USNH has implemented an online application process through a vendor. This web-based process makes information about job requirements and availability accessible to all. The general recruitment process is designed to promote equal opportunity and access to vacant positions within the University System. Full-time tenure track faculty, principal administrators, and upper-level PAT positions are normally advertised nationally, regionally, and locally as appropriate. Operating Staff positions are normally advertised locally. Normally all benefit-eligible positions are posted throughout the System institutions. In accordance with the Internal Promotion and Hiring Guidelines, staff positions may be advertised System-wide to provide promotion and transfer opportunities for employees. Such recruiting efforts may include use of appropriate professional registries and journals; local, regional or national newspapers; female and

minority caucuses and job referral groups; the State Employment Security Office; the Veterans Administration Regional Office or local veterans groups and service centers; and state vocational rehabilitation agencies and other groups providing employment referrals for qualified disabled individuals.

Further, to ensure conveying the University System's intent to promote open and diverse recruitment, institutions include a statement of commitment, such as the phrase "An Affirmative Action/Equal Opportunity Employer" in recruitment advertisements.

Screening committees are generally used for Principal Administrative positions; use of such committees is common but optional for faculty and upper level PAT vacancies. These committees should normally be limited in size from 5 to 7 members and will serve to screen applications and nominations received and to make recommendations on finalists. The committee may, at the option of the hiring authority, be responsible for setting time-frames, meeting schedules, and so forth. Determining the scheduling of on-campus visits of finalists is normally a joint decision of the hiring authority and the committee. In addition, as an alternative to the use of on-campus screening committees, outside services or recruitment agencies may be utilized to ensure that proper AA/EEO procedures have been utilized.

The hiring for the Presidents and Chancellor involves the USNH Chief Human Resources Officer in the following ways:

- Consulting with the hiring authority on the job qualifications whenever authorization has been given to fill a vacancy or a new position is created;
- Endorsing the advertisement before release;
- Advising on the breadth of recruitment; and
- Determining the appropriateness of the applicant pool before finalizing the hiring process.

The recruitment, search and screening process, and filling of Operating Staff, Faculty and PAT positions is carefully monitored at each institution through the use of the position-filled form, as well as through the review of data collected via the on-line applicant system.

2. Upward Mobility

Upward mobility for personnel within the University System is fostered by an equitable wage and salary administration plan; a job classification system; employee knowledge of opportunities for PAT and Operating Staff promotion and transfer within the System; employee performance evaluations which foster personal and professional effectiveness and productivity; and staff development opportunities enhanced through job-related training, workshops, courses, and seminars.

In early 2011, the Trustees of the University System approved a Total Rewards statement which reflects a "commitment to supporting diverse workforce needs" and to a "learning, development and work environment ... for example initiatives which support employee physical and financial health and well-being" (Total rewards Objectives approved 2-17-2011). This statement was followed by a recommendation for increased investment in funding of succession planning strategies and investment in a rigorous performance management process.

While the performance management process may be used in somewhat different ways by each institution, depending on its values and mission, overall the process is expected to enhance the focus on accomplishments, skills, competencies, constructive criticism, and opportunities for professional growth.

The recruiting and job-vacancy posting procedures also help to facilitate employee knowledge of institutional promotional opportunities. USNH's online applicant process, available at the website of each institution's website as well as the USNH website under employment, makes job postings easily accessible.

Apprentice, trainee, and learner programs are all possible avenues for enhancing upward mobility. The University System *OLPM* (Online Policy Manual) describes these approaches to staff development in detail.

Promotional opportunities for most faculty appointments are based on institutional promotion and/or tenure policies and procedures and are conducted without regard to a person's race, religion, color, gender, age, sexual orientation, national origin, or disability. Performance evaluation procedures for faculty including assessment of teaching performance, involvement and growth in their field of expertise, as well as service and outreach are described within the promotion and tenure criteria included in each institution's *Faculty Handbook* or manual, and where applicable a collective bargaining contract.

The KSCAA labor contract for adjunct faculty at Keene State College has added options for in-service professional development. Overall, Keene State College has implemented increases in compensation, changes in services to bring a greater sense of inclusion for adjunct (part-time) faculty.

The University of New Hampshire has developed a post-tenure review process, at least in part, to facilitate the promotion of Associate Professors to Professor rank. The UNH Provosts office is committed to enhanced outreach for women and people of color who could be eligible for promotion.

Plymouth State University provides an annual professional development fund of \$25,000 for Teaching Lecturers that covers professional conferences, courses, and other activities that relate to the pedagogical development of the Teaching Lecturer.

3. Personnel Policies and Procedures

Non-discrimination policies apply not only to the hiring practice but also to employment conditions such as compensation, promotion, and termination.

Both system-wide and institutional personnel policies provide for prompt and impartial consideration of all complaints of discrimination or other grievances. The University System *OLPM*, as well as faculty and staff handbooks, and labor agreements where applicable, contain the standard procedures for presenting and resolving complaints.

All of these policies are designed to seek equal opportunity and fair treatment of all personnel on a non-discriminatory basis.

a. Faculty and Staff Handbooks

University System PAT and Operating Staff Handbooks describe, in general terms, USNH personnel policies. These handbooks are available online at the USNH Human Resources website. More detailed policies are found in the University System *OLPM*, as well as changes in such policies that occurred after publication of these handbooks.

Specific policies regarding faculty personnel, covering such subjects as faculty appointments, ranks and assignments, and promotion and tenure, are found in the Plymouth State University *Faculty Handbook*, and in the collective

bargaining agreements for Keene State College (KSCEA) and University of New Hampshire (AAUP) faculty members.

b. Benefits, Leave, and Insurance Programs

The University System *OLPM* and Benefit enrollment newsletters describe retirement programs, educational benefits, interim and long-term disability and life insurance options as well as other leave policies. The University System offers a variety of medical insurance options for members of the faculty and staff and their dependents. The USNH benefits package is progressive and responsive to a range of benefit needs for faculty and staff employed in at least a 75%-time status position.

Of particular interest to affirmative action and Title VII concerns is the general pregnancy-related leave which is:

Pregnancy and childbirth are considered to be disabling conditions, but not for any fixed period of time. The University System encourages pregnant women to continue working as long as they are able to perform the job satisfactorily. The faculty or staff member and her supervisor or department chairperson are expected to give consideration to safe working conditions and practices during pregnancy.

When, in the opinion of a physician, a member of the faculty or staff is unable to perform her duties and responsibilities because of medical complications related to pregnancy and childbirth, the woman who plans to return to work may apply for FMLA leave and relevant sick or vacation leave. When there are no complications involved, faculty and staff members are encouraged to return to work as soon as they have recovered from childbirth.

The period of leave is determined on a case by case basis by the appropriate personnel officer following receipt of the physician's medical substantiation for the leave. Normally, such leaves extend for a period of six weeks following childbirth; however, in certain cases where a woman's physician indicated that more time is necessary for recovery from childbirth, leave time may be extended.

If a member of the faculty or staff indicated that she plans to return to work in that department after childbirth, her job will be held open for the period of her leave. Leave for pregnancy or childbirth will not affect professional advancement, longevity or seniority benefits. In addition, USNH has established programs for parental leave, including paid leave provisions.

c. Family Medical Leave Act (FMLA)

A faculty/staff member may request time off for a 12-week period with job protection and no loss of accumulated service provided the faculty/staff member returns to work. In cases of leave for the faculty/staff member's own illness the faculty/staff member will be required to use established paid leave policies (i.e., accrued sick leave/interim disability leave or earned time/sick pool time). Leaves taken to care for family members will require that the faculty/staff member use accrued earned time/vacation days; however, the faculty/staff member has the option to retain up to 10 earned time/vacation days.

To be eligible for leave under this policy an employee (status or non-status) must have been employed within USNH for at least 12 months in total, and must have worked at least 1,250 hours during the 12-month period preceding the commencement of the leave. More details are available in the University System of New Hampshire Online Policy Manual.

USNH has further updated its policies in 2009 and again in 2011 and 2013 to reflect provisions for the role of in loco parentis and for families of military personnel.

d. Grievance Procedure

USNH has grievance and complaint procedures available for the resolution of defined employment-related disputes. The specifics of the procedure vary by institution and can be found at the institution's website. Common elements of the procedure are listed below:

The University System is committed in policy, principle, and practice to maintain an environment which is free of illegal discriminatory behavior and which provides equal opportunity for all persons regardless of race, color, religion, gender identity or expression, age, national origin, sexual orientation, or physical or mental disability. This commitment is consistent with federal and state laws. A major responsibility originating from this commitment is the provision of an effective and efficient mechanism to rectify or eliminate practice and actions that are discriminatory, lack provision for due process, or mitigate against the University System's affirmative action efforts.

A grievance may be filed when a member of the faculty or staff (with the exception[s] noted below) believes that the terms and conditions of employment, as outlined in the University System Policy Manual, have been violated.

Each component institution shall establish a mechanism for considering employee complaints (excluding termination of employment, classification decisions, or judgment of merit). The employee grievance procedure adopted by any component institution provides for:

- Status faculty and staff, excluding principal administrators and members of a certified collective bargaining unit, to file grievances under an institutional grievance procedure.

Each institution's Faculty Handbook or Collective Bargaining Contract includes review and appeal processes in cases of grievance over promotion, tenure, termination, and other items regarding faculty concerns, as well as alleged discrimination complaints;

- A grievant to bring an advocate to any meeting or hearing held pursuant to a grievance procedure. The advocate may act in an advisory capacity to the grievant or, at the grievant's request, may speak on the grievant's behalf. The third party must be a status USNH employee and shall not be an attorney;
- The remedies available under a grievance procedure to be limited to those necessary to bring the grieved action into conformance with policy or policies which were violated.

The filing of a grievance shall not affect the rights of an employee to seek any remedy which may be available in an external forum. However, the filing of a grievance does not postpone any deadlines for pursuing remedies in any external forum.

e. Resolving Discriminatory Harassment Complaints

The University System of New Hampshire has policies which state that it will not condone any behavior, verbal or physical conduct by any administrator, supervisor, faculty or staff member that constitutes discriminatory harassment, including sexual harassment. USNH has completed an initial round of training for all employees in avoidance of discriminatory and sexual harassment.

In general, if an employee decides to file a discriminatory harassment complaint, the following procedures are used:

Every effort will be made to resolve the complaint within thirty (30) days using an informal process. The objective of this process will be to provide appropriate relief to the aggrieved party, sensitize the alleged harasser to the effects of such behavior and resolve the complaint to the mutual satisfaction of both parties. If the complainant is not satisfied with the resolution, he/she may also initiate a formal grievance procedure. The action to file such a grievance must be taken within ten (10) working days after the informal resolution has failed or within sixty (60) calendar days of the incident of sexual harassment. Each institution has written guidelines for the resolution of complaints.

VI. INTERNAL AUDIT AND REPORTING REQUIREMENTS

The University System believes that one of the most important elements in effectively implementing a written Affirmative Action Plan is an adequate internal audit and reporting system. Through this system, progress can be monitored and management kept continuously informed. For this purpose, recruiting efforts are closely monitored through the position-vacancy and position-filled forms for Faculty and PAT staff positions. A hiring action is not complete until the position-filled forms and supporting documentation are reviewed by the institution's Affirmative Action or Personnel Officer, or other designated principal administrator.

Records of applicant flow, hires, transfers, promotions, separations, are monitored to make every good faith effort to comply with the University System's EEO policy.

Progress toward meeting goals is measured periodically through discussions with appropriate management personnel, and through annual analysis of results. The institutional Affirmative Action officer is responsible for decisions regarding deviation from and/or approval of exceptions to the normal recruiting protocol.

VII. WORKFORCE ANALYSIS AND UTILIZATION

A workforce analysis and utilization study are required by federal regulations and provide the basis for goal-setting that is a primary focus of an Affirmative Action Plan. For each campus a workforce analyses has been produced by EEO-6 employment categories using

each institution as a whole, then the major administrative units, and finally by individual department. The analysis in this report is from September 1, 2016.

1. Instructional Staff

Employment of full-time tenure track instructional staff in each department, program or area in each college/school within each institution has been studied. The workforce analysis of this group included a breakdown of the faculty by rank, tenure, salary, gender and ethnic background.

The USNH utilization study was based on the results of the workforce analyses and includes an availability examination of the applicable labor market that is used to determine whether or not women and/or minorities are underutilized in the workforce. If either of these groups were found to be underutilized, that situation was stated, and goals were set for women and minorities as a means of correcting such underutilization. The following discussion expresses the general approach used in conducting the availability and utilization study as well as the procedure for establishing subsequent goals.

Availability of women or minorities is determined through an analysis of the total applicable labor market by using data concerning their proportion of relevant degrees awarded, as well as their participation in the enrollment and employment aspects of the particular discipline and/or sub-field. The following sources of information were used to determine the availability of women and minorities:

- Affirmative Action Plan - 2016
University System of New Hampshire.
- Title 41, Part 60 of the Code of Federal Regulations, 2008.
- 2010 US Federal Census Data.
- National Center for Educational Statistics, degrees conferred by postsecondary institutions, by field of study, gender and race for 2011-12. (Tables 323.20, 323.5, 324.25, 324.35)

Underutilization results when the availability of women and/or minorities in the total applicable labor market is not equitably represented in the unit being studied. Underutilization is considered to be significant whenever the increase in the number of persons in a job group necessary to eliminate underutilization is .5 persons or greater; in other words, the calculations for annual goals to rectify this underutilization are rounded off to the nearest whole number.

Goals are used to rectify the underutilization of a particular group(s). When a member of a protected group (Women, Black or African Americans, Hispanics, Asians, Native Hawaiian and other Pacific Islanders, Native Indians or Alaskan Natives) and a non-protected person are viewed as having "equal" standing for a position, an established goal would indicate that strong consideration should be given to the protected class, in order to fulfill our commitment to affirmative action and rectify the underutilization that formerly existed. Vacant faculty and staff positions will be advertised according to equal employment opportunity procedures as outlined in Section V.1 Recruitment Process. All qualified persons are encouraged to apply for such positions and their application will be judged according to merit and qualifications.

To illustrate the above process, suppose that a department has 20 full-time, tenure-track instructional positions and that the availability factor of women and minorities is 20% and 15%, respectively. The expected utilization of women in this department would be as follows:

20 (# of positions) x .20 (availability factor or proportion of women in the total applicable labor market) = 4 (the number of positions that women should occupy in that department).

Thus, if that department had only 3 women faculty members, a case of underutilization would exist. After stating such a situation, a goal to hire another female faculty member when a position becomes open would be established, to rectify past underutilization.

To continue the example, the determination of the number of positions that should be held by minorities in this department is as follows:

$$20 \times .15 = 3$$

If the department has 2 minority faculty, underutilization would still be present, as the number of positions that should be held by a minority member is 3. A formal goal would then be established to hire a minority member to fill the next vacant position. In summary, the goals of that department would then be to hire 1 woman and 1 minority member. Successful fulfillment of such goals would ensure the appropriate reflection of the availability of these groups in that department.

2. Non-Instructional Staff

The workforce analysis for this area includes all non-instructional personnel who held status, benefits-eligible positions on each campus/unit in the University System of New Hampshire. This employment, internally classified as Principal Administrators, Academic Administrators, Professional/ Administrative/ Technical Staff, and Operating Staff, includes the following six EEO-6 occupational employment categories:

1. *Executive, Administrative, and Managerial*
2. *Professional Non-Faculty*
3. *Technical/Paraprofessional*
4. *Secretarial/Clerical*
5. *Skilled Crafts*
6. *Service/Maintenance*

Each institutional workforce analysis includes a breakdown on the sex, ethnic background, and salary ranges for the incumbents in each particular category or employment.

In accordance with OFCCP (Office of Federal Contractor Compliance Programs) regulations, these 6 employment categories were further sub-divided into relevant job groups on the basis of 3 criteria: (1) similarity of work content, (2) similarity of pay, and (3) similarity of promotional opportunities. A utilization analysis was conducted for each job group by institution.

Availability of women and minorities was determined by using the following factors:

1. *The percentage of minorities and women in the civilian labor force in the immediate labor areas as described in the 2010 US Census data.*
2. *The percentage of minorities and women with requisite skills in the immediate labor area.*

The factors were weighted, with the weights adding up to 100% for each job group.

Two factors are used to for the 2017-2018 plan.

The following sources of information were used to determine the availability of women and minorities for non-instructional positions and instructional positions:

- U.S. Census Bureau, Data by EEO Occupation Codes used for staff availability statistics

The determination of expected utilization of women and minorities in these job groups follows a similar procedure as outlined in the previous discussion for instructional staff.

VIII. SUMMARY STATEMENT

In developing and implementing this Affirmative Action Plan, the University System has been guided by its established policy of providing equal employment opportunity. Further, in using the above-mentioned workforce analysis and utilization study for instructional and non-instructional staff, any goals which the University System has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying a good faith effort in implementing this Affirmative Action Plan. Neither the use of goals in this Affirmative Action Plan nor the effect of such goals is intended to discriminate in employment against any individual or group of individuals who are not themselves the beneficiaries of affirmative action. This Affirmative Action Plan does not sanction the illegal discriminatory treatment of any person. It has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission ("EEOC") (29 C.F.R. Part 1608).

Annual Availability & Goals

Non-Instructional Staff

Goals established in the following pages should be considered for any employment activity during Academic Years 2017 - 2018

Legend for Availability & Goals Charts:

All: Number of positions

F: Number of positions occupied by females

M: Number of positions occupied by minorities

F%: Proportion of woman in relevant labor market

Min%: Proportion of minorities in relevant labor market

F Calc.: Number of positions that women should occupy

Min Calc.: Number of positions that minorities should occupy

**Granite State College
Annual Availability Goals
2017-2018**

<i>Job Groups</i>	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Faculty	11	10	1	91%	9%	50%	12%	5.5	1.3	0	1
Executive, Administrative and Managerial	9	5	0	56%	0%	48%	21%	4.3	1.9	0	2
Supervisory Management	15	11	0	73%	0%	52%	4%	7.8	0.7	0	1
Information Technology/ Research Specialists	16	6	0	38%	0%	26%	18%	4.2	2.8	0	2
Instructional Support	23	20	0	87%	0%	69%	6%	15.9	1.3	0	2
Financial, Communication and Administrative Support	19	15	1	79%	5%	53%	6%	10.0	1.1	0	0
Business Services Support	24	23	4	96%	17%	87%	4%	20.9	0.9	0	0
Total Faculty & Staff	117	90	6	77%	5%					Total Goals	0 8

Veterans		
Total Faculty & Staff	# Veterans	Goal
117	3	5

**Keene State College
Annual Availability Goals
2017 - 2018**

Job Groups	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Executive, Administrative and Managerial	26	15	5	58%	19%	54%	22%	14.1	5.6	0	1
Supervisory Management	23	14	0	61%	0%	50%	20%	11.5	4.7	0	5
Administrative, Management Services	33	21	1	64%	3%	65%	9%	21.4	2.9	0	2
Instructional Support	28	19	2	68%	7%	63%	5%	17.7	1.4	0	0
Financial Specialists	10	9	0	90%	0%	54%	8%	5.4	0.8	0	1
Information Technology	30	10	3	33%	10%	26%	18%	7.9	5.5	0	2
Instructional Services	21	18	1	86%	5%	72%	6%	15.2	1.3	0	0
Communication	11	4	0	36%	0%	51%	6%	5.6	0.6	2	1
Health Services	12	10	0	83%	0%	63%	6%	7.5	0.7	0	1
Recreational Services/ Athletics/Housing	22	13	1	59%	5%	43%	19%	9.5	4.1	0	3
Maintenance, Safety & Security Services	6	2	0	33%	0%	11%	7%	0.7	0.4	0	0
Technical/ Paraprofessional	14	9	1	64%	7%	64%	5%	9.0	0.7	0	0
Business Support Services	71	62	3	87%	4%	84%	4%	59.8	2.7	0	0
Crafts/Trades	23	1	4	4%	17%	2%	3%	0.5	0.8	0	0
Safety/Maintenance Support	17	2	2	12%	12%	15%	8%	2.5	1.4	0	0
Total Staff	347	209	23	60%	7%					Total Goals	2 16

Veterans		
Total Faculty & Staff	# Veterans	Goal
347	10	14

**Plymouth State University
Annual Availability Goals
2017-2018**

Job Groups	Current Workforce			Utilization Analysis		Availability Data				Goals		
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.	
Executive, Administrative and Managerial	16	9	0	56%	0%	52%	21%	8.3	3.4	0	3	
Supervisory Management	26	14	0	54%	0%	57%	20%	14.9	5.2	0	5	
Information Technology/Management	37	13	2	35%	5%	26%	18%	9.8	6.7	0	5	
Instructional Support	29	25	1	86%	3%	69%	5%	20.0	1.4	0	0	
Instructional Services	11	10	0	91%	0%	80%	5%	8.8	0.5	0	1	
Financial Services	11	6	0	55%	0%	55%	6%	6.0	0.7	0	1	
Administrative, Management Services	22	15	1	68%	5%	59%	11%	12.9	2.4	0	1	
Communications	11	6	0	55%	0%	46%	6%	5.0	0.6	0	1	
Health Services	5	2	0	40%	0%	58%	10%	2.9	0.5	1	0	
Housing & Recreation	20	7	1	35%	5%	50%	25%	10.0	5.1	0	4	
Maintenance, Safety, Security	4	1	0	25%	0%	9%	2%	0.3	0.1	0	0	
Technical /Paraprofessional	14	6	1	43%	7%	69%	11%	9.7	1.6	4	1	
Business Support Services	73	69	1	95%	1%	82%	3%	59.9	2.3	0	1	
Crafts/Trades	17	2	0	12%	0%	3%	3%	0.5	0.4	0	1	
Custodial/Grounds	55	26	4	47%	7%	20%	6%	11.2	3.4	0	0	
Safety/Security	8	2	0	25%	0%	7%	1%	0.6	0.1	0	0	
Total Staff	359	213	11	59%	3%					Total Goals	5	24

Veterans		
Total Faculty & Staff	# Veterans	Goal
359	23	2

**University System of New Hampshire Central Offices
Annual Availability Goals
2017-2018**

Job Groups	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Executive, Administrative and Managerial	13	6	0	46%	0%	41%	20%	5.3	2.6	0	3
Supervisory Management	6	4	0	67%	0%	55%	22%	3.3	1.3	0	1
Research, Information Specialists	9	4	0	44%	0%	31%	20%	2.8	1.8	0	0
Financial Services	21	15	1	71%	5%	50%	4%	10.5	0.9	0	0
Administrative, Educational Specialists	12	10	1	83%	8%	59%	5%	7.1	0.6	0	0
Service Maintenance	1	0	0	0%	0%	18%	4%	0.2	0.0	0	0
Technical & Business Support Services	16	15	0	94%	0%	90%	3%	14.3	0.4	0	0
Total Staff	78	54	2	69%	3%					Total Goals 0 4	

Veterans		
Total Faculty & Staff	# Veterans	Goal
78	1	4

**University of New Hampshire
Annual Availability Goals
2017-2018**

Job Groups	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Executive, Administrative and Managerial	90	38	9	42%	10%	53%	22%	47.4	19.4	9	10
Supervisory Management	210	133	9	63%	4%	51%	22%	106.5	45.2	0	36
Instructional Support	126	99	12	79%	10%	79%	6%	99.8	7.2	0	0
Instructional Services	25	22	0	88%	0%	69%	6%	17.2	1.6	0	2
Admin & Management Specialists	118	79	6	67%	5%	51%	6%	59.9	6.6	0	1
Media/Communication Specialists	63	43	1	68%	2%	57%	6%	36.1	3.5	0	4
InfoTechnology, Research Specialists	237	77	13	32%	5%	28%	19%	66.6	43.8	0	31
Financial Specialists	70	62	7	89%	10%	51%	6%	35.8	3.9	0	0
Food & Housing Professional Services	54	30	7	56%	13%	54%	25%	29.1	13.6	0	7
Facilities/ Const Management	24	4	0	17%	0%	16%	2%	3.9	0.4	0	1
Recreational Services	64	26	4	41%	6%	32%	18%	20.2	11.7	0	8
Sales & Fundraising	15	11	1	73%	7%	72%	10%	10.8	1.5	0	1
Medical and Health Counseling Services	36	28	1	78%	3%	67%	6%	24.0	2.1	0	0
Professional Engineering Services	42	8	3	19%	7%	10%	11%	4.4	4.5	0	1
Research Scientists	53	17	9	32%	17%	37%	33%	19.8	17.7	2	9
Technical & Safety Specialists	18	7	1	39%	6%	27%	13%	4.9	2.3	0	3
Technical & Paraprofessional	102	57	9	56%	9%	56%	6%	57.4	6.1	0	0
Administrative and Office Support	404	371	18	92%	4%	86%	4%	347.8	16.2	0	1
Crafts/Trades	52	2	4	4%	8%	5%	3%	2.8	1.6	1	0
Safety Service	29	9	5	31%	17%	23%	3%	6.7	0.9	1	0
Custodial/Grounds	87	54	16	62%	18%	23%	6%	19.7	5.0	0	0
Food Service	101	61	18	60%	18%	48%	10%	48.5	9.6	0	0
Transportation	15	2	0	13%	0%	40%	5%	6.0	0.7	5	1
Total Staff	2,035	1,240	153	61%	8%					Total Goals	18 116

Veterans		
Total Faculty & Staff	# Veterans	Goal
2035	28	112

Annual Availability & Goals

Instructional Staff

Goals established in the following pages should be considered for any employment activity during Academic Years 2017 - 2018

Legend for Availability & Goals Charts:

All: Number of positions

F: Number of positions occupied by females

M: Number of positions occupied by minorities

F%: Proportion of woman in relevant labor market

Min%: Proportion of minorities in relevant labor market

F Calc: Number of positions that women should occupy

Min Calc: Number of positions that minorities should occupy

**Keene State College
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

Arts & Humanities											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.
Art	13	3	1	23%	13%	54%	13%	7.1	1.6	4	1
Communication, Journalism, Philosophy	15	8	2	62%	13%	58%	17%	8.6	2.5	1	1
English	10	6	1	60%	10%	62%	14%	6.2	1.4	0	0
Film Studies	6	4	1	67%	17%	66%	17%	3.9	1.0	0	0
History	10	3	0	30%	0%	45%	15%	4.5	1.5	2	2
Modern Languages	6	3	1	50%	17%	60%	17%	3.6	1.0	1	0
Music	9	3	1	33%	11%	54%	13%	4.9	1.1	2	0
Theater and Dance	6	5	0	83%	0%	54%	13%	3.3	0.8	0	1
Women's/ Gender Studies	3	3	2	100%	67%	63%	37%	1.9	1.1	0	0
Total Instructional Staff	78	38	9	49%	12%	Total Goals				10	5

Veterans		
Total Faculty & Staff	# Veterans	Goal
78	1	4

**Keene State College
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

Professional Studies and Technical Education											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Architecture	6	2	0	33%	0%	42%	22%	2.5	1.3	1	1
Education	16	11	2	69%	13%	68%	31%	10.8	4.9	0	5
Health Science Services	10	9	0	90%	0%	58%	29%	5.8	2.9	0	3
Physical Education	9	5	0	56%	0%	44%	13%	4.0	1.1	0	1
Library	7	4	0	57%	0%	81%	21%	5.7	1.4	2	0
Nursing	4	4	0	100%	0%	58%	29%	2.3	1.2	0	1
Safety & Occupational Health	6	2	1	33%	17%	49%	15%	3.0	0.9	2	0
Total Instructional Staff	58	37	3	64%	5%					Total Goals 5 11	

Veterans		
Total Faculty	# Veterans	Goal
58	0	4

**Keene State College
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

Sciences												
Department	Current Workforce			Utilization Analysis		Availability Data				Goals		
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.	
Biology	9	6	0	67%	0%	53%	19%	4.8	1.7	0	2	
Chemistry	8	3	1	38%	13%	33%	11%	2.6	0.9	0	0	
Computer Sci.	6	3	3	50%	50%	22%	14%	1.3	0.8	0	0	
Criminal Justice	1	1	0	100%	0%	46%	15%	0.5	0.1	0	0	
Economics	5	2	0	40%	0%	47%	15%	2.3	0.7	0	1	
Environmental Studies	5	3	0	60%	0%	33%	11%	1.6	0.6	0	1	
Geography	5	2	0	40%	0%	47%	17%	2.3	0.9	0	1	
Geology	1	0	0	0%	0%	33%	11%	0.3	0.1	0	0	
Management	8	5	1	63%	13%	42%	27%	3.4	2.1	0	1	
Mathematics	7	3	0	43%	0%	28%	9%	2.0	0.7	0	1	
Physics	2	1	0	50%	0%	33%	11%	0.7	0.2	0	0	
Political Sci.	3	0	0	0%	0%	47%	15%	1.4	0.4	1	0	
Psychology	11	5	4	45%	36%	74%	22%	8.2	2.4	3	0	
Sociology	11	5	1	45%	9%	47%	15%	5.1	1.6	0	1	
Total Instructional Staff	82	39	10	48%	12%					Total Goals	4	8

Veterans		
Total Faculty	# Veterans	Goal
82	0	6

**Plymouth State University
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

College of Arts and Sciences											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc.	Min. Calc.	F	Min.
Art	9	3	1	33%	11%	66%	17%	5.9	1.5	3	1
Atmospheric Science & Chemistry	10	3	3	30%	30%	33%	11%	3.3	1.1	0	0
Biological Sciences	8	4	1	50%	13%	53%	19%	4.3	1.5	0	1
Communications/Media	7	5	1	71%	14%	58%	17%	4.0	1.2	0	0
Computer Sci.	5	0	3	0%	60%	22%	14%	1.1	0.7	1	0
English	11	8	0	73%	0%	62%	14%	6.8	1.5	0	1
Center for the Environment/Environ Science	7	5	0	71%	0%	53%	19%	3.7	1.3	0	1
History/Philosophy	8	4	1	50%	13%	38%	15%	3.0	1.2	0	0
Language and Linguistics	5	2	2	40%	40%	60%	17%	3.0	0.8	1	0
Mathematics	11	3	0	27%	0%	28%	9%	3.1	1.0	0	1
Music/Theatre/Dance	11	5	0	45%	0%	54%	13%	6.0	1.4	1	1
Psychology	8	4	0	50%	0%	74%	22%	6.0	1.7	2	2
Social Science	11	4	1	36%	9%	47%	15%	5.1	1.6	1	1
Total Instructional Staff	111	50	13	45%	12%					Total Goals	9

Veterans		
Total Faculty & Staff	# Veterans	Goal
111	2	8

**Plymouth State University
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

College of Business Administration											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc.	Min. Calc.	F	Min.
Business	30	7	5	23%	17%	42%	27%	12.7	8.0	6	3
Total Instructional Staff	30	7	5	23%	17%					Total Goals	6 3

Veterans		
Total Faculty & Staff	# Veterans	Goal
30	2	0

**Plymouth State University
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

College of Education, Health & Human Services											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc.	Min. Calc.	F	Min.
Education	27	19	0	70%	0%	68%	31%	18.3	8.3	1	8
Criminal Justice	6	3	1	50%	17%	46%	15%	2.8	0.9	0	0
Health & Human Performance	19	13	1	68%	5%	44%	13%	8.4	2.4	0	1
Nursing	6	6	0	100%	0%	58%	29%	3.5	1.8	0	2
Social Work	4	4	0	100%	0%	62%	28%	2.5	1.1	0	0
Total Instructional Staff	62	45	2	73%	3%					Total Goals	1 11

Veterans		
Total Faculty & Staff	# Veterans	Goal
62	1	5

**Plymouth State University
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

University Library											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.
Library	8	5	0	63%	0%	81%	21%	6.5	1.7	1	2
Total Instructional Staff	8	5	0	63%	0%					Total Goals	1 2

Veterans		
Total Faculty & Staff	# Veterans	Goal
8	0	1

**University of New Hampshire
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College of Liberal Arts											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.
Anthropology	6	5	1	83%	17%	47%	15%	2.8	0.9	0	0
Art & Art History	11	6	2	55%	18%	54%	13%	6.0	1.4	0	0
Classics, Humanities & Italian Studies	10	4	1	40%	10%	60%	17%	6.0	1.7	2	1
Communication	13	8	1	62%	8%	57%	17%	7.5	2.2	0	1
Education	21	13	7	62%	33%	68%	31%	14.2	6.5	1	0
English	33	20	7	61%	21%	62%	14%	20.3	4.8	0	0
Geography	3	2	1	67%	33%	47%	15%	1.4	0.5	0	0
History	22	12	3	55%	14%	45%	15%	9.9	3.4	0	0
Language, Literature & Culture	15	6	4	40%	27%	60%	14%	8.9	2.1	3	0
Music	18	4	0	22%	0%	54%	13%	9.8	2.3	6	2
Philosophy	9	3	1	33%	11%	30%	14%	2.7	1.2	0	0
Political Sci.	13	7	1	54%	8%	47%	15%	6.1	2.0	0	1
Psychology	19	6	1	32%	5%	74%	22%	14.1	4.1	8	3
Sociology	12	5	1	42%	8%	47%	15%	5.6	1.8	1	1
Theater/Dance	9	4	1	44%	11%	54%	13%	4.9	1.1	1	0
Women's Studies	3	3	3	100%	100%	63%	37%	1.9	1.1	0	0
Total Instructional Staff	217	108	35	50%	16%					Total Goals 22 9	

Veterans		
Total Faculty	# Veterans	Goal
217	1	14

Library and Special Collections	16	13	2	81%	13%	81%	21%	12.9	3.3	0	1
Total Goals										0	1

Veterans		
Total Faculty Librarians	# Veterans	Goal
16	0	1

**University of New Hampshire
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College of Life Science & Agriculture												
Department	Current Workforce			Utilization Analysis		Availability Data				Goals		
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.	
Agricul, Nut& Food Sys	11	3	2	27%	18%	53%	19%	5.9	2.1	3	0	
Biological Sciences	18	6	4	33%	22%	53%	19%	9.6	3.4	4	0	
Extension Educators (non-tenure track)	61	35	3	57%	5%	70%	22%	42.6	13.7	8	11	
Molecular, Cellular, Biomedical	18	6	5	33%	28%	53%	19%	9.6	3.4	4	0	
Natural Resources & Environment	25	9	1	36%	4%	46%	11%	11.5	2.7	4	2	
Thompson School of Applied Science	6	1	0	17%	0%	46%	11%	2.8	0.6	2	1	
Total Instructional Staff	128	57	13	45%	10%					Total Goals	25	14

Veterans		
Total Faculty	# Veterans	Goal
128	1	8

**University of New Hampshire
Annual Availability Goals
Tenure Track Instructional Staff
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College of Health & Human Services												
Department	Current Workforce			Utilization Analysis		Availability Data				Goals		
	All	#F	#Min	F%	Min.%	F%	Min%	F. Calc	Min. Calc.	F	Min.	
Communication Disorders	5	3	0	60%	0%	58%	29%	2.9	1.5	0	1	
Human Development & Family Studies	7	7	0	100%	0%	82%	20%	5.7	1.4	0	1	
Health Management & Policy	8	3	0	38%	0%	58%	29%	4.6	2.3	2	2	
Kinesiology	14	4	0	29%	0%	44%	13%	6.2	1.8	2	2	
Nursing	8	8	0	100%	0%	58%	29%	4.6	2.3	0	2	
Occupational Therapy	7	6	2	86%	29%	58%	29%	4.1	2.1	0	0	
Recreation Management & Policy	7	4	0	57%	0%	44%	13%	3.1	0.9	0	1	
Social Work	10	6	2	60%	20%	62%	28%	6.2	2.8	0	0	
Total Instructional Staff	66	41	4	62%	6%					Total Goals	4	9

Veterans		
Total Faculty	# Veterans	Goal
66	1	4

**University of New Hampshire
Annual Availability Goals
Tenure Track Instructional Staff
2017-2018**

College of Engineering and Physical Science												
Department	Current Workforce			Utilization Analysis		Availability Data				Goals		
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.	
Chemical Engineering	10	2	7	20%	70%	49%	15%	4.9	1.5	3	0	
Chemistry	17	2	3	12%	18%	33%	17%	5.6	2.9	4	0	
Civil & Environmental Engineering	18	6	4	33%	22%	22%	12%	4.0	2.2	0	0	
Computer Science	11	4	3	36%	27%	22%	14%	2.4	1.5	0	0	
Earth Science	16	6	0	38%	0%	66%	17%	10.5	2.8	4	3	
Electrical & Computer Engineering	11	1	3	9%	27%	49%	15%	5.4	1.6	4	0	
Math and Statistics	18	7	5	39%	28%	28%	9%	5.1	1.7	0	0	
Mechanical Engineering	19	3	2	16%	11%	22%	12%	4.3	2.3	1	0	
Physics	24	4	3	17%	13%	66%	17%	15.7	4.1	12	1	
Total Instructional Staff	144	35	30	24%	21%					Total Goals	28	4

Veterans		
	#	Goal
Total Faculty	Veterans	
144	2	8

**University of New Hampshire
Annual Availability Goals
Tenure Track Instructional Staff
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Paul College of Business and Economics											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.
Accounting & Finance	16	9	6	56%	38%	42%	27%	6.8	4.3	0	0
Decision Sciences	12	4	3	33%	25%	42%	27%	5.1	3.2	1	0
Economics	14	5	3	36%	21%	33%	11%	4.6	1.6	0	0
Hospitality Management	7	2	1	29%	14%	42%	27%	3.0	1.9	1	1
Management	14	6	3	43%	21%	42%	27%	5.9	3.7	0	1
Marketing	10	4	2	40%	20%	42%	27%	4.2	2.7	0	1
Total Instructional Staff	73	30	18	41%	25%				Total Goals	2	3

Veterans		
Total Faculty	# Veterans	Goal
73	0	5

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Tenure Track Instructional Staff
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UNH Manchester											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.
Humanities	7	4	0	57%	0%	66%	17%	4.6	1.2	1	1
Natural and Social Sciences	13	6	1	46%	8%	56%	16%	7.3	2.1	1	1
Science & Technology	6	2	0	33%	0%	33%	11%	2.0	0.7	0	1
Total Instructional Staff	26	12	1	46%	4%					Total Goals	2 3

Veterans		
	#	Goal
Total Faculty	Veterans	
26	0	2

**University of New Hampshire
Annual Availability Goals
Tenure Track Instructional Staff
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UNH Law School											
Department	Current Workforce			Utilization Analysis		Availability Data				Goals	
	All	#F	#Min	F%	Min. %	F%	Min%	F. Calc	Min. Calc.	F	Min.
Law	23	12	0	52%	0%	47%	25%	10.8	5.7	0	6
Total Instructional Staff	23	12	0	52%	0%					Total Goals	0 6

Veterans		
	#	Goal
Total Faculty	Veterans	
23	0	2