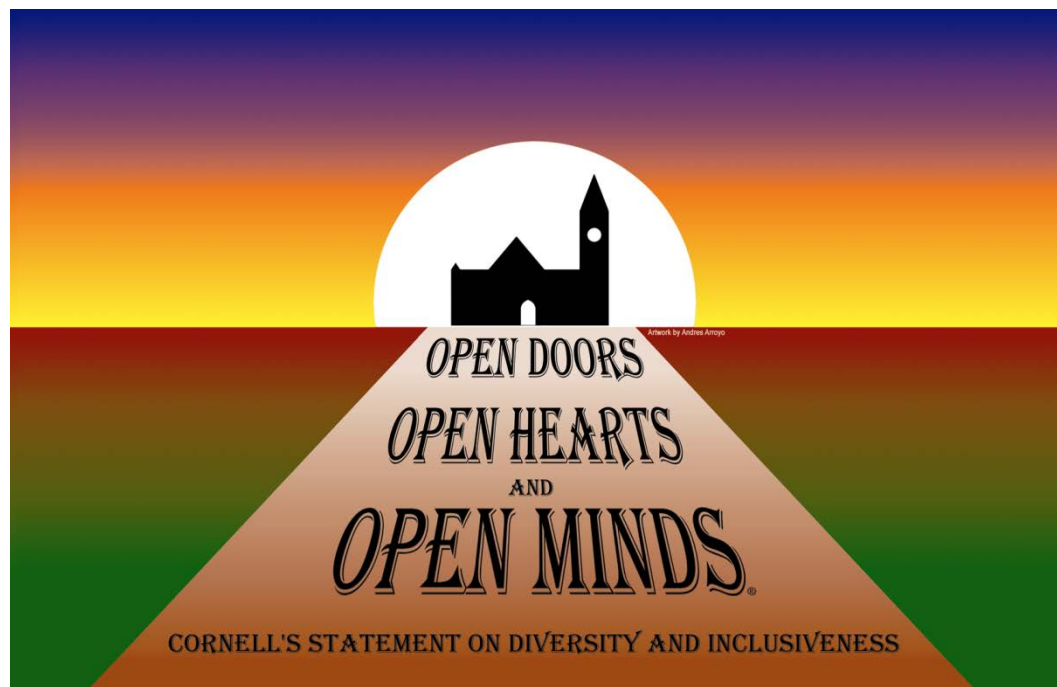


Cornell University

**SECTION 503
COMPLIANCE PROGRAM
for
Individuals with Disabilities (IWD)
and
Institutional Disability Inclusion Plan**

July 1, 2015 – June 30, 2016



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II. Cornell University's Commitment to Equal Employment Opportunity for Individuals with Disabilities



Cornell University

Elizabeth Garrett

President

Cornell University's Commitment to Equal Employment Opportunity for Protected Veterans and Individuals with Disabilities

August 1, 2015

As president of Cornell University, I am committed to the principles of affirmative action and equal employment opportunity for protected veterans and individuals with disabilities. Cornell's Equal Education and Employment Opportunity Statement states that the university does not discriminate on the basis of veteran or disability status, as well as affirming other commitments to nondiscrimination. Our commitment to a diverse workforce provides that we employ and advance in employment qualified protected veterans and individuals with disabilities at all levels within the university. This includes ensuring that all employment actions, including but not limited to recruitment, hiring, training and professional development opportunities, promotion, and compensation, are administered without regard to veteran or disability status. Cornell University also provides qualified veteran applicants and applicants with disabilities with reasonable accommodations through the university's Office of Workforce Policy and Labor Relations and provides veteran faculty and staff, and faculty and staff with disabilities, with needed reasonable accommodations through the Medical Leaves Administration office.

Cornell's Policy 6.4 prohibits harassment of faculty and staff and applicants for employment on the basis of veteran or disability status and conducts ongoing training of human resources professionals and supervisors and managers to prevent harassment or discrimination before it occurs. Cornell University also prohibits retaliation against or punishment of faculty and staff and applicants for employment for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing regarding Cornell's employment practices, or otherwise

seeking to obtain their legal rights under any federal, state, or local EEO law requiring equal employment opportunity for protected veterans and individuals with disabilities. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion, or other adverse actions that might dissuade someone from asserting their rights.

In furtherance of Cornell University's commitment to diversity and inclusion, this affirmative action plan has been developed to provide the university's expectations of nondiscrimination and opportunities for employment of protected veterans and qualified individuals with disabilities.

To ensure equal employment opportunity and affirmative action for protected veterans and individuals with disabilities throughout all levels of Cornell University, I have designated the Associate Vice President for Inclusion and Workforce Diversity as the Equal Employment Opportunity (EEO) Officer for the university. The EEO Officer will establish and maintain an internal audit and reporting system that will track and measure the effectiveness of Cornell's disability and veteran affirmative action plans and show where additional action is needed to meet Cornell's diversity and compliance objectives.



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III. EEO Statement [41 CFR 60-300.44(a)]

In 1991, the Board of Trustees established Cornell University's Statement on Equal Education and Employment Opportunity, which was updated in May 2005 and most recently amended in February, 2014. Pursuant to 41 CFR §§ 60-250.44(a), 41 CFR §§ 60-300.44, and 41 CFR §§ 60-741.44(a), this policy, which includes equal employment opportunity for protected veterans is set forth on the page which follows.

Cornell University's Equal Education and Employment Opportunity Statement

Cornell University has an enduring commitment to support equality of education and employment opportunity by affirming the value of diversity and by promoting an environment free from discrimination.

Association with Cornell, either as a student, faculty, or staff member, involves participation in a free community where all people are recognized and rewarded on the basis of individual performance rather than personal convictions, appearance, preferences (including sexual or affectional orientation), or happenstance of birth.

Cornell University's history of diversity and inclusion encourages all students, faculty and staff to support a diverse and inclusive university in which to work, study, teach, research and serve.

No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, marital status, citizenship, sex, sexual orientation, gender identity or expression, age, disability, or protected veteran status. Cornell University is an affirmative action/equal opportunity employer.

Concerns and complaints related to equal opportunity in education and in employment based on aspects of diversity protected under federal, state, and local law, including questions regarding or complaints arising under Title IX, should be directed to: the Office of the Associate Vice President for Inclusion and Workforce Diversity and Title IX Coordinator; 150 Day Hall, Ithaca, NY 14853; 607-255-3976; nosexualmisconduct@cornell.edu. Inquiries may also be directed to: U.S. Department of Education, Office for Civil Rights; 32 Old Slip 26th Floor, New York, NY 10005-2500; 646-428-3800; OCR.NewYork@ed.gov.

Cornell University is committed to assisting those persons with disabilities who have special needs related to their educational pursuit or employment. Information on services provided to prospective and current Cornell students with disabilities can be obtained by contacting: the [Student Disability Services Office](#), 420 CCC, 235 Garden Ave. Ext., Ithaca, New York 14853-6601; 607-254-4545. Prospective employees in need of a [workplace accommodation](#) pursuant to the Americans with Disabilities Act or New York state law should contact: Workforce Policy and Labor Relations, 391 Pine Tree Road, Ithaca, NY 14850; 607-254-7232; equalopportunity@cornell.edu. Current employees in need of a workplace accommodation pursuant to the Americans with Disabilities Act or New York state law should contact: Medical Leaves Administration, Suite 102, 395 Pine Tree Road, Ithaca, NY 14850; 607-255-1177; benefits@cornell.edu.

IV. Overview of Cornell University

Cornell University is an academic and research community committed to diversity and an inclusive environment for its faculty, staff, and students with disabilities. Founded in 1865 and opened shortly after the U.S. Civil War, Cornell University has long advocated equal opportunity for diverse populations. From its early years, Cornellians have traveled broadly in roles of diplomacy, research, education, and service, bringing global perspectives and the merits of diverse cultures to the evolution of a new kind of university.

Cornell is a privately-endowed university, the federal land-grant institution of New York State, a member of the Ivy League, and a partner of the State University of New York. The university has fourteen colleges and schools: seven undergraduate units in Ithaca, New York; four graduate and professional units in Ithaca, New York; two medical graduate/ professional units in New York City and one in Qatar. The extended Cornell campus includes sites throughout New York State, as well as the Appledore Island off the Maine-New Hampshire coast, and regional offices throughout the United States. The university maintains study programs and study-abroad affiliations throughout the world.

V. Overview of Cornell University's Section 503 Compliance Program and Disability Inclusion Plan

Cornell supports the full inclusion of faculty and staff with disabilities, advanced through its annual Disability Access Management Strategic Plan, and carried out by increasing the number of faculty and staff with disabilities in all positions, providing personal and professional development opportunities for faculty and staff with disabilities, and supporting disability awareness for Cornell faculty and staff through educational opportunities, including programs within the university's Inclusive Excellence Academy.

This Section 503 Compliance Program and Disability Inclusion Plan (CPDIP) supplements the university's *Disability Access Management Strategic Plan* (included as Appendix B) and covers the Ithaca campus, educational programs established in New York City, and the New York State Agricultural Experiment Station operated by Cornell University in Geneva, New York. This CPDIP covers employment activity that occurred between July 1, 2014 and June 30, 2015. The CPDIP has been developed to: 1) provide an analysis of the demographic representation of individuals with disabilities in Cornell's staff and academic workforces, as required by law; and 2) highlight the university's successes in addressing diversity and inclusiveness for individuals with disabilities.

The CPDIP is based on the guidelines set forth by Section 503 and federal and local anti-discrimination laws, and university policies. Although the basis of this plan is formed by the university's obligations under the regulations stated above, the intent of this plan is to provide additional "next practice" guidance above and beyond these obligations, for the employment of individuals with disabilities. Hence, this CPDIP includes information about disability initiatives that have been developed by colleges and administrative units through the university's institutional framework for diversity, Toward New Destinations, disability initiatives implemented through the university's Institutional Disability Access Management Strategic Plan for Cornell University, and recommended initiatives that can be implemented by colleges and administrative units for future Toward New Destinations initiatives.

Cornell's CPDIP is designed to be the university's vision and a long-term framework for meeting our affirmative action obligations and for creating a sustained commitment to diversity and inclusiveness for individuals with disabilities at Cornell University. According to §§60-2.10 of 41 CFR Chapter 60, "an affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a ...workforce will generally reflect the ...labor pools from which the [employer] recruits and selects." The CPDIP is designed to produce this workforce.

VI. Support of Full Employment of Faculty and Staff with Disabilities

Since 2004, Cornell University has addressed the needs of staff and faculty with disabilities in a holistic manner, guided by a centrally driven disability strategic plan focusing on education, employment, communications, technology, emergency planning, and physical access. In March of 2012, the university implemented its Toward New Destinations institutional diversity framework that provided an opportunity for Cornell colleges and administrative units to address diversity and inclusion efforts including those involving disability. In addition to these initiatives, the university has implemented other processes to provide for the full employment of faculty and staff with disabilities. These include reviewing personnel processes, reviewing physical and mental job qualifications, monitoring recruitment options, providing reasonable accommodations for disabilities, implementing a flexible work policy as a method of reasonable accommodation, providing an onsite wellness program, and establishing a colleague network group (employee resource group) for individuals with disabilities.

a. Review of Personnel Processes [41 CFR 60-741.44(b)]

Effective diversity and inclusiveness initiatives are based on established equal opportunity and affirmative action programs to ensure equal access to employment opportunities for individuals with disabilities. The university welcomes staff and faculty with disabilities, and recognizes that disability status is not to be a factor in the denial of employment.

Cornell University reviews its personnel processes on an ongoing basis, each time a new position is created or an existing position is posted to assure that its current procedures provide for the careful, thorough consideration of the qualification of individuals with disabilities. As part of this review, Cornell ensures that its processes do not stereotype individuals with disabilities in a manner that limits their access to employment opportunities.

Cornell also conducts an adverse impact analysis on an annual basis to ensure all hiring, termination, and promotion processes do not discriminate on the basis of disability status. The last review took place in September-October, 2014.

Based upon Cornell's first review of its personnel processes, the Division of Human Resources and Safety Services (HRSS) has implemented the following modifications to its personnel processes to comply with Regulation 503 and to advance the university's commitment to the employment of individuals with disabilities:

1. Opportunity to self-identify.

In July 2014, Cornell University began inviting all applicants to voluntarily inform Cornell that they are an individual with a disability before an offer of employment is made, in compliance with 41 CFR 60-300.42(a) in the manner prescribed by OFCCP (See Appendix C). Cornell will also continue to invite applicants to self-identify as an individual with a disability post-offer in compliance with 41 CFR 60-300.42(b).

Cornell established a self-identification process and the opportunity to self-identify was sent to all faculty, staff, and academic professionals in a letter dated September 5, 2014. As of May 2015, nearly 3% of Cornell employees attested to having a disability. In compliance with 41 CFR 60-741.42(c), every five years Cornell will invite all of its current employees to voluntarily identify whether they are individuals with disabilities.

2. Documentation and Assessment of Effectiveness of Outreach and Recruitment Activities.

Cornell has consistently engaged in positive outreach and recruitment for individuals with disabilities, as required by OFCCP regulations. Beginning with the 2015 AAP year, Cornell began recording each outreach and recruitment activity and conducted its first annual assessment to evaluate the effectiveness of the totality of our outreach and recruitment efforts, as required by 41 CFR 60-741.44(f)(3)).

Going forward, Cornell will evaluate the results of each outreach and recruitment activity using the following criteria, which includes data collected under 41 CFR 60-741.44(k), to see if it is producing measurable results:

- To what extent did the activity attract qualified applicants with disabilities?
- To what extent did the activity result in the hiring of qualified individuals with disabilities?
- To what extent did the activity expand Cornell's outreach to individuals with disabilities in the community?
- To what extent did the activity increase Cornell's capacity/capability to include individuals with disabilities in its workforce?

If Cornell concludes that the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, the university will explore and implement alternative outreach and recruitment methods. To complete this assessment, Cornell will document its outreach and recruitment activities and its assessments of these activities, and retain these documents for three years.

b. Review of Physical and Mental Job Qualification Standards [41 CFR 60-741.44(c)]

To comply with the requirement to "periodically review" its physical and mental job qualification standards pursuant to 41 CFR 60-741.44(c), Cornell reviews the physical and mental job qualifications of each job opening before it is publicly posted to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities, they are related to the job(s) in question and consistent with business necessity and the safe performance of the job. Cornell will continue to review physical and mental job qualification requirements whenever a job vacancy will be filled through either hiring or promotion and will conduct a

qualifications review whenever job duties change, as part of the annual performance review process, and any time an employee submits a request for reasonable accommodations.

Cornell's Performance Dialogue process stipulates that managers annually review each incumbent's staff position description. The expectation of this review is to ensure that the qualifications, responsibilities, essential functions and working condition factors are job-related and consistent with organizational needs.

If at any time in the future, Cornell should inquire into an applicant's physical or mental condition or should require the conduct of a medical examination, Cornell affirms that such inquiries or exams will be conducted in accordance with the Section 503 regulations and that information obtained as a result of the inquiry or exam will be kept confidential, except as otherwise provided for in the Section 503 regulations.

c. Reasonable Accommodation [41 CFR 60-741.44(d)]

Pursuant to 41 CFR 60-741.44(d), Cornell will continue its longstanding commitment to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship on the conduct of its business. Cornell also commits to engaging in an interactive process with the person requesting the accommodation (or their representative), as needed, to determine an appropriate accommodation. To improve this process, this year, Cornell revised its accommodation policy 6.13 to streamline the process. (See Appendix D)

Cornell will ensure that all requests for reasonable accommodation and any medical or disability related information provided to Cornell will be treated as confidential medical records and maintained in a separate medical file. Cornell will also keep track of all accommodations provided as models for units exploring accommodation opportunities.

In FY15, Cornell received 54 requests for a formal ADA review. Thirty-three of these completed the process and were considered protected individuals. Nine entered the process late in the year (May or later) and are still in process (awaiting additional medical information, etc.), and an additional 6 were resolved without formal accommodations. Six were deemed not eligible for ADA. Requests included the following: flex time; flex place of work; part-time schedule; shift change; job change; furniture and/or equipment such as sit/stand desk, compact keyboard, noise-cancelling headset, magnifying screen; increased learning time; writing assistance; and an emotional support dog.

d. Flexible Work Options

Since 1998, Cornell University has had a policy for flexible work arrangements to allow staff employees to modify their work hours or work location, or share a job with another staff employee. Flexible work options can serve as an informal reasonable accommodation. As an informal method of accommodating individuals with disabilities, Cornell provides the opportunity to request a flexible work option, to include modifying the work hours or providing for remote work. Policy 6.13 outlines how an employee can request a flexible work option.

e. Red Runner Accessible Transportation Pilot Program

Cornell is currently piloting a project to improve transportation options for staff and faculty through an accessible on-campus door-to-door transportation service for faculty and staff with disabilities, similar to the CULift for students with disabilities. The pilot, which runs from June 8 through December 11, 2015, provides free rides between the hours of 7:30 a.m. and 4:00 p.m. via Red Runner for eligible faculty and staff who are participating in university-related activities or taking advantage of the benefits of employment at Cornell.

f. Wellness Program

Cornell University has an onsite wellness program that includes four disability-accessible fitness centers, free wellness consultations, nutrition counseling, lectures, workshops, personal training, and exercise classes that allow an employee to manage chronic illnesses and to enhance their health. More than 3,900 staff, faculty, retirees, and their family members are currently enrolled in the wellness program. The Wellness Advisory Committee includes a representative from the Disability Colleague Network Group.

VII. Creating an Inclusive Environment for Faculty and Staff with Disabilities

“By marginalizing a major part of the population because of this ‘label’ called disability, companies short-change themselves.” Lisa Yang, ‘74

Since the introduction of its statement of diversity and inclusion, Open Doors, Open Hearts, Open Minds in 1999, Cornell University has had a commitment to taking

aggressive steps to create a more inclusive environment for members of its workforce, with a special focus on faculty and staff with disabilities. These efforts have been addressed centrally, through the disability strategic plan, as well as by colleges and administrative units through the university's Toward New Destinations institutional diversity initiative.

a. Anti-Harassment Procedures [41 CFR 60-741.44(e)]

Pursuant to 41 CFR 60-741.44(e), Cornell University is committed to providing a workplace without harassment for individuals with disabilities. Any employee or applicant who believes that they have been subject to harassment because of disability should promptly contact their manager or supervisor, their Human Resources professional, or the office of Workplace Policy and Labor Relations. Employees or applicants may also file a written complaint with this office pursuant to policy 6.4.

Retaliation, including intimidation, threat, coercion, or discrimination, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding individuals with disabilities is prohibited. Any employee or applicant who believes that he or she has been subject to retaliation should contact the Director of Workforce Policy and Labor Relations.

1. Academic Grievance Procedures

Each college has its own academic grievance procedure that falls within the guidelines of Policy 6.2.10 Establishment of College Level Academic Employee Grievance Procedures, the general academic grievance procedures adopted by the Faculty Council of Representatives in 1974, modified by the Board of Trustees in March 1975 and revised in May 1995.

University guidelines for academic grievance procedures may be found in departmental offices, deans' offices, the Office of the University Ombudsman and online at:

<http://www.dfa.cornell.edu/dfa/treasurer/policyoffice/policies/volumes/humanresources/grievance.cfm>.

Academic appeals procedures were adopted by the Faculty Council of Representatives and approved by the Board of Trustees in May 1981. These procedures were subsequently revised in January 1985 and are applicable to complaints with respect to re-appointment, promotion, or tenure decisions for academic personnel.

2. Staff Grievance Procedures

The Division of Human Resources' grievance procedure (Human Resources Policy 6.11.4: Employee Complaint and Grievance Procedure) is applicable to all Non-Academic staff except members of a collective bargaining unit, unclassified employees, and employees in the Cornell Medical School. This procedure, found online at: <http://www.hr.cornell.edu/policies/Non-Academic/grievance.html> is the mechanism for hearing alleged violations of university employment policies and procedures and is independent of the rights afforded by local, state, or federal law.

All employees represented by collective bargaining units are covered by grievance procedures contained in their respective labor contracts. Descriptions of these grievance procedures may be obtained from the Division of Human Resources, human resource professionals within the colleges and administrative units, the university libraries, the Office of Workforce Policy and Labor Relations, and the Office of the University Ombudsman. Copies of these labor contracts can be found online at <https://www.hr.cornell.edu/policies/contracts/>.

3. University Unit Discrimination and Harassment Advisors

The university has placed unit discrimination and harassment advisors within colleges and administrative units to help students, staff, and faculty members who have concerns or questions specifically relating to sexual and other forms of harassment based upon, but not limited to, sexual orientation, religion, race, ethnicity, gender, protected veteran status, or disability. The harassment advisor provides information about university policy and prohibited conduct and recommends a variety of approaches and resources to help address the alleged harassing conduct, including self-help measures, informal intervention strategies, mediation, investigation, counseling, and other related support services. Also, according to Policy 6.4, harassment advisors may be asked by the concerned party and may agree to assist that party through any and all phases of the complaint investigation process.

4. Other Campus Resources

Judicial Administrator. The Office of the Judicial Administrator hears complaints of student-student sexual harassment incidents and complaints of harassment brought against students and visitors under the Campus Code of Conduct.

University Ombudsman. The Office of the University Ombudsman provides advice on formal and informal resolution of harassment concerns brought by any member of the university community.

Cornell Police. The Cornell University Police department is responsible for handling reports, investigations, and convictions of bias or hate crimes – criminal offenses committed against a person or property which is motivated, in whole or in part, by the offender's bias against an individual's actual or perceived age, ancestry or ethnicity, color, creed, disability, protected veteran status, gender, gender identity or expression, height, immigration or citizenship status, marital status, national origin, race, religion, religious practice, sexual orientation, socioeconomic status, or weight.

b. Disability Colleague Network Group

Cornell University has established a Disability Colleague Network Group (DCNG), whose mission is to raise awareness, serve as an educational resource, provide support, and offer peer mentorship for those working with short-term or long-term disabilities, including their supervisors, colleagues, and other supporters.

The group provides support for helping Cornell be a great place to work for people with any of the wide spectrum of disabilities, whether visible or invisible; physical, mental or emotional; long- or short-term. The group also provides networking opportunities for those with disabilities and expands the dissemination of disability-related information and resources through campus communications, aiming to increase the work/life balance, recruitment, and retention of faculty and staff with disabilities. There are currently more than 60 Cornell faculty and staff on the DCNG email list.

c. Toward New Destinations College and Administrative Unit Disability Initiatives

Cornell's institutional diversity framework, Toward New Destinations (TND), provides an opportunity for colleges and administrative units to increase the diversity of their workforce and/or develop means of increasing diversity engagement and inclusion. For the 2014-2015 academic year, 19% of the college and administrative units chose an initiative focused on individuals with disabilities. Initiatives centered on expanding the disability-inclusive environment at Cornell, via an awareness program and resource guide (College of Human Ecology); engaging staff in disability inclusiveness professional development (College of Veterinary Medicine, Division of Planning and Budget, College of Human Ecology); and integrating the "Just in Time" Toolkit on Disability Accommodations into Cornell's Supervisory Management Training Program (Division of Infrastructure, Projects and Planning, Employment and Disability Institute of the School of Industrial and Labor Relations).

VIII. Sharing Cornell's Commitment to Employing Faculty and Staff with Disabilities

a. Internal Dissemination of EEO Policy and Affirmative Action Obligations [41 CFR 60-741.44(g)]

Cornell has developed internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. Cornell's procedures are designed to foster understanding, acceptance, and support among all employees and to encourage them to help Cornell meet this obligation.

Cornell's affirmative action policy is found on the Human Resources web page at <http://www.policy.cornell.edu/>, and EEO posters are located throughout Cornell's facilities and office work areas.

Cornell's commitment to the full employment of individuals with disabilities is advanced through an annual meeting with the head of Human Resources and Safety Services; annual meetings with Human Resources professionals in every college and administrative unit to discuss obligations, current composition, and specific programs implemented during the past six months; training on equal employment and disability for Cornell managers and supervisors during new supervisor training; and featuring individuals with disabilities in employee print and web publications,

when employees are highlighted in the same. Cornell also notifies union officials and employee representatives of the EEO policy and will send them reminders on an annual basis.

b. External Dissemination of Equal Employment Policy [41 CFR 60-741.44(f)]

Pursuant to 41 CFR §§ 60-741.44(f) and 41 CFR §§ 60-300.44(f), Cornell University's Recruitment and Employment Center (REC) enlists the assistance and support of recruiting sources (including state employment agencies, state vocational rehabilitation agencies or facilities, college placement officers, state education agencies, labor organizations, and other organizations) to provide meaningful employment opportunities to qualified women and minorities, individuals with disabilities, and protected veterans.

Cornell University's Recruitment and Employment Center has also established meaningful contacts with appropriate social service agencies, organizations of and for women and minorities, and vocational rehabilitation agencies or facilities, for such purposes as advice, technical assistance, and referral of potential employees. These include Tompkins County Workforce New York, Challenge Industries, Finger Lakes Independence Center, Tompkins-Seneca-Tioga BOCES, as well as national, state, and local organizations for individuals with disabilities.

All agencies who work with Cornell are made aware of Cornell's Equal Education and Employment Opportunity statement as part of the terms and conditions of all purchase orders, including Cornell's commitment to equal employment opportunity. Cornell has now included a special Equal Opportunity Compliance section on its vendor/contractor site stating Cornell University is a federal contractor, and this designation requires that subcontractors and vendors who work with the university comply with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, 38 U.S.C. 4212, or any other law requiring equal employment opportunity. Cornell sends an annual electronic letter to all subcontractors reminding them of Cornell's EEO policy and their responsibilities as a subcontractor. Finally, this statement is prominently placed on Cornell's public website at: <https://www.hr.cornell.edu/diversity/eeeo/statement.html>.

Cornell has informed its recruiting sources, including State employment agencies and social service agencies, of the university's policy concerning the employment of qualified individuals with disabilities and will notify them of employment opportunities as they become available. Cornell requested all recruiting sources to actively recruit and refer qualified persons for job opportunities.

IX. Increasing Representation of Individuals with Disabilities in Our Workforce

Cornell University is committed to increasing the representation of individuals with disabilities within its workforce. Employment opportunities are posted on the university's website and links to the job postings are provided to the local employment agencies that serve individuals with disabilities.

2015 marked the fourth year that the Disability Service Providers/Staffing Roundtable event was held in partnership with Human Resource professionals. The university will continue to host this event to bring disability service providers together.

a. Assessment of 2014-2015 External Outreach and Recruitment Efforts

Cornell has implemented an aggressive recruitment program that includes strong connections with the local disability service providers.

Cornell University 2014-2015 Recruitment Source Tracking for Individuals with Disabilities

Source	# Applicants	% IWD	% IWD Interviewed	% of Applicant Pool Interviewed	% IWD Hired
Career Section	7606	3.98%	3.64%	13.02%	2.83%
Constant Contact	160	5.63%		10.00%	
Cornell Employee	1778	3.88%	4.52%	29.87%	4.17%
Cornell Recruitment Partner	34	5.88%		8.82%	
Facebook	177	6.78%	3.03%	18.64%	
Glassdoor	149	8.05%	9.09%	7.38%	
HERC-Higher Education Recruitment Consortium	189	2.12%		5.82%	
HigherEdJobs.com	2678	3.32%	1.96%	5.71%	
Indeed.com	1245	3.45%	1.96%	8.19%	
Monster	12	8.33%		8.33%	
Recruitment and Employment Center	76	5.26%		18.42%	

**Cornell University 2014-2015
Outreach and Positive Recruitment Activities
for Individuals with Disabilities**

Outreach/ Recruitment Activity	Date of Activity	Description	Evaluation of Activity/ Outcomes
Annual recruiter roundtable – disability service providers meeting: Tapping into Talent with Disabilities: Part I & II	April 16, 2015: Part I May 27, 2015: Part II	Annual meeting brings university staffing community together with disability service providers and others who work with individuals with disabilities who are looking for employment.	Working sessions focused on the application of best practices and on readying the recruiting and hiring communities and disability service providers for effectively partnering in the employment of individuals with disabilities and veterans. Introduced the Employment at Cornell University: Applicants with a Disability fact sheet, an action step item resulting from the 2014 meeting and developed by staff from ILR Employment and Disability Institute, HR Policy & Labor Relation and REC. Developed “Action Steps” for moving forward during 2015-2016.
Listing of jobs through the New York State Department of Labor	Ongoing	All jobs are posted to the New York State Job Bank.	We will evaluate referrals and hires from this specific entry point for FY16.
Fort Drum ACAP Career Fair, Fort Drum, New York	Nov. 12, 2014	Quarterly job fair for military personnel, veterans, disabled veterans and partners	17 veterans sourced; no disabled veterans identified; 0 hires
Tioga Workforce New York Career Center, Owego, New York	Dec. 12, 2014	Tailored general employment session presented to center staff, including Workforce New York Disability Resource Coordinators, Ticket-to-Work and Veterans’ Labor Services representatives.	This activity expands outreach to individuals with disabilities in the Tioga County communities. Will evaluate referrals and hires from this specific entry point for FY16.

Outreach/ Recruitment Activity	Date of Activity	Description	Evaluation of Activity/ Outcomes
Broome Workforce New York Career Center, Binghamton, New York	Dec. 17, 2014	Tailored general employment session presented to center staff, including Workforce New York Disability Resource Coordinators, Ticket-to-Work and Veterans' Labor Services representatives.	This activity expands outreach to individuals with disabilities in the Broome County communities. Will evaluate referrals and hires from this specific entry point for FY16.
World of Skills Job Fair, Ithaca, New York	April 23, 2015	World of Skills is a celebrated annual tradition that brings employers together with talented job seekers. The fair attracts veterans, people with disabilities, highly skilled professionals looking for a new position and job seekers looking for entry level jobs, youth, and skilled trade people. Job seekers are demographically diverse, and come from a variety of backgrounds. Cornell is a cosponsor of this event.	34 individuals sourced via this activity; 0 hires; disability status unknown. Will evaluate referrals and hires from this specific entry point for FY16.
Fort Drum ACAP Job Fair, Fort Drum, New York	May 14, 2015	Quarterly job fair for military personnel, veterans, disabled veterans, and partners	23 veterans sourced; no veterans with disabilities identified; 0 hires
Tompkins Workforce New York Staffing Specialist and Ticket-to-Work Coordinator	Ongoing	Employment discussions and referrals of persons with disabilities	4 individuals referred; 2 hires; 1 internship
Identification of recruiting vendors targeted to recruiting individuals with disabilities	January – March 2015	Assessing vendors who will source and manage jobs and ensure OFCCP compliance and diversity recruitment/outreach	Selection of vendor is in progress

b. Assessment of Effectiveness of Totality of Outreach/Recruitment Efforts

Although significant outreach efforts were made in 2014-15, we continue working towards achieving the national availability hiring goals for individuals with disabilities. We are making changes to our outreach and recruitment strategies, detailed in the next section, to strengthen our efforts in these areas.

We believe that a significant number of applicants are choosing not to self-disclose their disability during the application process depending upon the nature of their disability, despite the fact that Cornell engages in ongoing efforts to position itself as a disability-friendly workplace (as detailed throughout this plan and in the preceding chart). A corollary to this challenge is that applicants may not always choose the correct recruitment source during the application process due to the large number of sources that are available for them to choose from during application process. As a result, we are aware that the percentages of individuals with disabilities who apply, interview, and are hired are all higher than the percentages of individuals who disclose as such and the data provided in this report may be skewed more toward the lower end.

We will also be conducting more thorough source tracking in 2015-16. We are actively exploring the capabilities of several vendors who can efficiently and accurately track outreach activity from specific entry points. As we migrate to a new applicant tracking system, we are developing plans to improve our ability to ask applicants and new hires on multiple occasions how they learned about position openings. We plan to add an additional question about source to the self-identification surveys we conduct after an offer has been extended but prior to an applicant's start date to provide us with a further additional opportunity to collect this information.

c. Plan for 2015-2016 External Outreach and Recruitment Activities

Cornell plans to revise and enhance its outreach and positive recruitment efforts for individuals with disabilities in 2015-2016. Some of these efforts were designed in response to the findings from our assessment of 2014-2015 External Outreach efforts, and are detailed as follows:

- An analysis of recruitment tracking data suggests one area we can strengthen is hiring manager awareness. For example, in 2014-15 more than 9% of the 149 applicants who self-identified as individuals with disabilities and indicated Glassdoor as a referral source were interviewed, but none were hired. To address this potential trouble spot, in 2015-16, the Recruitment and

Employment Center (REC) will team with the Department of Inclusion and Workforce Diversity (DIWD) to provide targeted professional development to hiring managers. A newly developed program, “It Depends on the Lens,” which focuses on unconscious bias in the hiring process, will be integrated into the training program for new hiring managers. In addition, the program will be made available to all hiring managers, supervisors, and HR staff, through Cornell’s Inclusive Excellence Academy. Pre- and post-survey assessments will be utilized to measure the program’s impact on knowledge, attitudes, and understanding; a follow up assessment will track the program’s long-term impact on percentages of IWDs interviewed and hired by the university.

- HR senior leadership will be involved in supporting hiring manager, supervisor, and HR staff participation in a range of professional development by internal and external subject matter experts focused on both protected veterans and individuals with disabilities.
- Beginning in 2015, REC and DIWD also plan to leverage Cornell’s Disability Colleague Network Group (DCNG) as a recruiting network, creating a distribution channel via Constant Contact, and providing training to DCNG members on how to become Employee Ambassadors. REC will track the number of applicants, interviews, and hires resulting from this endeavor, and will work with Colleague Network Group members to build upon successful efforts.
- Beginning in 2015, REC will be placing greater emphasis on process improvement by implementing a plan to track the efficacy of each of its recruiting sources and strategies over a three-year period. Sources to be tracked in greater detail include the Cornell Recruitment Partnership (CRP)¹ email list; disability services providers; disability and veterans sources included in the Diversity Recruiting Resource Guide; the Disability Colleague Network and Veterans Colleague Groups; Facebook <https://www.facebook.com/CornellCareers>; Upstate New York Higher Education Consortium (UNY HERC); and Constant Contact. By benchmarking and analyzing data for incremental changes, REC will determine how to focus on the most successful avenues for IWD recruitment, as well as where and how to develop new avenues for recruitment.

REC will also continue to improve upon tracking the results of the following activities to understand their efficacy and make necessary improvements:

¹ The Cornell Recruitment Partnership (CRP) is an outreach initiative established to promote career opportunities at Cornell University through strategic, diverse and communication-focused community partnerships between Cornell University and organizations that assist stellar talent in finding employment.

- Participation in local and regional talent with disabilities-focused/diversity job fairs e.g., World of Skills Job Fair.
- Collaboration with current CRP members and outreach to additional members who support and promote employment of qualified persons with disabilities, i.e., Disability Service Providers and Workforce New York Disability Resource Coordinators, Ticket-to-Work Program, and Veterans' Labor Services Representatives throughout the Southern Tier and central New York labor market regions.
- Participation of staffing roundtable members and hiring managers in the 2016 Tapping into Talent with Disabilities event.
- Implementation of specific action steps developed during the 2015 roundtable meetings: inviting Disability Service Providers (DSPs)/persons with disabilities (PWDs) to participate in volunteer opportunities with the university; offering informational meetings to PWDs; interfacing with hiring managers on behalf of PWDs; helping DSPs identify specific skills to generate pool(s) of candidates ready for employment; and building opportunities to ready the organization for persons with disabilities through exploring how human resources professionals can leverage talent with disabilities to move the needle to employment.

X. Accountability and Measuring the Success of Our Disability Program

Cornell University recognizes that the success of its effort to increase the representation of individuals with disabilities in the workforce can best be achieved by measuring outcomes.

a. Audit and Reporting System [41 CFR 60-741.44(h)]

Cornell conducts an annual audit of personnel activities to ensure such activities are free from discrimination against or stereotyping of individuals with disabilities in any manner. The results of Cornell's most recent self-audit are included as follows:

Activity	Responsible Department	Date of Most Recent Review
Recruitment, advertising, and job application procedures	Recruitment and Employment Center; Colleges and Administrative Units	July 2015
Evaluation of hiring, promotion, upgrading, award of tenure, layoff, and recall from layoff practices	Department of Inclusion and Workforce Diversity	August 2015
Rates of pay, job classifications, and any other forms of compensation including fringe benefits	Dept of Compensation and HR Analytics, in consultation with Dept of Inclusion and Workforce Diversity	September 2014 (next review scheduled September 2015)
Job assignments, compensation, job group descriptions, and seniority lists	Dept of Inclusion and Workforce Diversity, in annual meetings with Colleges and Administrative Units	September 2014 (next review scheduled September 2015)
Implementation of reasonable accommodation policies and procedures	Medical Leaves Administration Office	July 2015
Awarding of sick leave, leaves or absence, or implementation of any other leave policies	Medical Leaves Administration Office	July 2015
Accessibility of training, events, mentorship or apprenticeship programs, and attendance at professional meetings and conferences	Cornell ADA Coordinator Team; ADA Coordinator for Facilities; Department of Inclusion and Workforce Diversity	July 2015 (via Disability Access Management Strategic Plan)
Application of any other term, condition, or privilege of employment, including participation in company-sponsored educational, training, recreational, and social activities	Cornell ADA Coordinator Team; ADA Coordinator for Facilities; Department of Inclusion and Workforce Diversity	July 2015 (via Disability Access Management Strategic Plan)

The Diversity and Inclusion Analytics Lead will prepare and share with human resources professionals each semester a report documenting Cornell's efforts to comply with its EEO/AAP responsibilities for section 503, discussing any identified disability EEO/AAP problem areas along with recommended remedial actions, and providing an update regarding the status of Cornell's CPDIP objectives. Managers and supervisors are asked to report any current or foreseeable EEO problem areas to the Director of Workforce Policy and Labor Relations and are asked to outline their suggestions or recommendations for solutions.

The following documents are maintained as a component of Cornell's internal audit process:

1. Documentation of self-audit;
2. Summary data of personnel activity including external job offers and hires, promotions, resignations, terminations, and layoffs by job group relating to individuals with disabilities (withheld from distribution or public inspection to protect confidentiality); and
3. An applicant flow log showing the name, race, ethnicity, sex, disability status, date of application, job title, interview status and the action taken for all individuals applying for job opportunities (withheld from distribution or public inspection to protect confidentiality).

b. Cornell's Self-Audit [41 CFR 60-741.44(h)]

503 AAP Component	Requirements	Date last inspected for compliance and results of inspection (Compliant (C) Non-compliant/ (NC))	Follow-up or remedial actions
Invitation to self-identify at the pre-offer stage (41 CFR 60-741.44(k))	Cornell invites applicants to self-identify as an individual with a disability pre-offer, using OFCCP language exactly as written.	July 2015 (C)	
Invitation to self-identify at the post-offer stage (41 CFR 60-300.42(b))	Cornell invites applicants to self-identify as an individual with a disability post-offer.	July 2015 (C)	
Invitation to self-identify every five years (41 CFR 60-741.42(c))	Cornell has invited all of its current employees to voluntarily self-identify as an individual with a disability, and will do so every five years.	July 2015 (C)	

503 AAP Component	Requirements	Date last inspected for compliance and results of inspection (Compliant (C) Non-compliant/ (NC))	Follow-up or remedial actions
Policy Statement (41 CFR 60- 741.44(a))	Policy Statement posted on university website.	July 2015 (C)	
	Policy Statement made available, as needed, in a form that is accessible and understandable to individuals with disabilities	July 2015 (C)	
	Policy Statement contains required non-discrimination and non-retaliation statements.	July 2015 (C) (Policy 6.4)	
	President has issued statement indicating support for AAP.	July 2015 (C)	
Review of Personnel Processes (41 CFR 60- 741.44(b))	Cornell conducts periodic review of personnel processes using procedures designed to facilitate this review.	July 2015 (C)	
Physical and Mental Qualifications (41 CFR 60-741.44(c))	Cornell provides and adheres to a schedule for reviewing all physical and mental qualification standards in the AAP.	July 2015 (C)	Strategy to communicate and reinforce this annually beginning in 2015-2016
Physical and Mental Qualifications (41 CFR 60-741.44(c))	Cornell demonstrates that, if a physical/mental qualification standard tends to screen out qualified individuals with disabilities, the standards are job-related and consistent with business necessity.	July 2015 (C)	
Reasonable Accommodation (41 CFR 60-741.44(d))	Cornell provides reasonable accommodation to the known physical and mental limitations of otherwise qualified individuals with disabilities absent undue hardship.	July 2015 (C)	
Harassment (41 CFR 60-741.44(e))	Cornell has developed and implemented procedures to ensure employees are not harassed on the basis of IWD status and provided those procedures in the AAP.	July 2015 (C)	

503 AAP Component	Requirements	Date last inspected for compliance and results of inspection (Compliant (C) Non-compliant/ (NC))	Follow-up or remedial actions
External dissemination of policy, outreach, and positive recruitment (41 CFR 60-741.44(f))	Cornell's Recruitment and Employment Center (REC) undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities.	July 2015 (C)	
	Cornell's Recruitment and Employment Center (REC) documents all outreach and recruitment activities and retains such documents for a period of three years.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
	Cornell's Recruitment and Employment Center (REC) conducts an assessment of each outreach and recruitment activity, and an assessment of the effectiveness of the totality of these activities that meets these requirements:	July 2015 (C)	
External dissemination of policy, outreach, and positive recruitment (41 CFR 60-741.44(f))	1. REC conducts an overall assessment annually;	July 2015 (C)	
	2. REC documents criteria it uses in its assessment, which includes data collected pursuant to 41 CFR 60-741.44(k) for current year and two most recent years;	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
	3. REC evaluates each outreach and recruitment activity using the criteria set out and comes to a reasonable conclusion as to whether each activity is effective in identifying and recruiting individuals with disabilities;	July 2015 (C)	
	4. REC provides an assessment of its overall outreach and recruitment efforts and, if it concludes that these overall efforts are not effective, REC identifies and implements alternative efforts; and	July 2015 (C)	
	5. REC documents these assessments and retains such documents for 3 years.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	

503 AAP Component	Requirements	Date last inspected for compliance and results of inspection (Compliant (C) Non-compliant/ (NC))	Follow-up or remedial actions
Internal Dissemination of Policy (41 CFR 60-741.44(g))	Cornell makes its affirmative action policy available to employees.	July 2015 (C)	
	Cornell notifies union officials of its affirmative action policy.	July 2015 (C)	
Audit and Reporting System (41 CFR 60-741.44(h))	Cornell's Recruitment and Employment Center (REC) has designed and implemented an audit and reporting system that: (a) measures the effectiveness of its AAP, (b) indicates any need for remedial action, (c) determines whether Cornell's affirmative action objectives have been reached, and (d) measures Cornell's compliance with the AAP's specific objectives.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
	Cornell's Recruitment and Employment Center (REC) documents the actions it takes to comply with audit and reporting system obligations and retains these documents as employment records.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
	Cornell undertakes necessary action to bring AAP into compliance if it finds any deficiencies.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
Responsibility for Implementation (41 CFR 60-741.44(i))	Cornell assigns an official the responsibility for implementation of its AAP activities whose identity appears on all internal and external communications regarding the AAP and is supported by senior management and staff to implement the AAP.	July 2015 (C)	

503 AAP Component	Requirements	Date last inspected for compliance and results of inspection (Compliant (C) Non-compliant/ (NC))	Follow-up or remedial actions
Data Collection Analysis (41 CFR 60-741.44(k))	<p>Cornell documents the following computations or comparisons pertaining to applicants and hires on an <u>annual basis</u> and maintains them for a period of three years:</p> <ol style="list-style-type: none"> 1. <i>The number of applicants who self-identified as individuals with disabilities at the pre-offer stage of Cornell's employment process;</i> 2. <i>The total number of job openings;</i> 3. <i>Total number of jobs filled;</i> 4. <i>The total number of applicants for all jobs;</i> 5. <i>The number of protected individuals with disabilities hired;</i> 6. <i>The total number of applicants hired.</i> 	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	
Utilization Goal (41 CFR 60-741.45)	Cornell establishes the utilization goal provided by OFCCP for the employment of individuals with disabilities for each job group in Cornell's workforce and uses this percentage in its assessment of the effectiveness of outreach and recruitment efforts towards individuals with disabilities.	Beginning with data from 2014-2015 (July 1 2014 start date) (C)	

c. Responsibility for Implementation of AAP [41 CFR 60 741.44(i)]

Pursuant to 41 CFR 60741.44(i), the Diversity and Inclusion Analytics Lead has the responsibility for developing and preparing the formal documents of this plan. The Lead is also responsible for the effective implementation of the plan; however, responsibility is likewise vested with each human resources professional and department manager and supervisor.

These responsibilities include, but are not limited to:

1. The development of the AAP for individuals with disabilities;
2. Directing the review of all personnel actions, policies, and procedures to ensure compliance with Cornell's affirmative action obligations;
3. Developing solutions for any identified problem areas;
4. Monitoring the effectiveness of the affirmative action program for individuals with disabilities on a continuing basis through the development and implementation of an internal audit and reporting system that measures the effectiveness of the program;
5. Keeping the Vice President for Human Resources and Safety Services informed of equal opportunity progress and problems within the university through semi-annual reports;
6. Providing college and unit human resources offices with outcomes from the disability affirmative action plan and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program;
7. Auditing the contents of university bulletin boards to ensure that required information is posted and up-to-date.

d. Training of Supervisors/Managers and Staff

Human resources staff involved in recruiting, screening, selection, promotion, disciplinary, and other related employment processes receive annual training regarding Cornell's AAP and their role in its implementation. During the annual training, HR staff are advised of their responsibilities under Cornell's AAP for individuals with disabilities and of their obligations to:

- Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
- Ensure qualified applicants and employees who are individuals with disabilities are treated in a nondiscriminatory manner in all employment practices, including

when making selection decisions, such as for hire, promotion, training, or to receive awards or bonuses;

- Provide reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship on the conduct of its business;
- Maintain confidentiality of any information regarding self-identification of IWD status; and
- Ensure that nondiscrimination is adhered to in all personnel activities.

In 2012, Cornell developed a “Just-in-Time” training toolkit for front-line managers and supervisors. Managers and supervisors are the face-to-face leaders who are key gatekeepers in decisions about hiring, coaching, performance appraisal, promotions and employee development. They often need specialized tools that “make sense” given the realities of their challenges and their unique contributions to the inclusion effort. The Just-in-Time Toolkit consists of ten tools that can each be used in five minutes or less. Tools are based on real-life work situations that real managers have encountered, but include information specific to employment at Cornell University.

Cornell’s Just-in-Time toolkit is linked to the “Tools for Managers” page on Cornell’s website, and information about the resources is distributed through college and department human resources staff, Medical Leaves Administration, the Disability Colleague Network, and supervisory development courses in Organizational Effectiveness. Through participation in the Supervisor Development Certificate Program, 42 staff members were trained in the toolkit between October 2014 and June 2015.

In 2014-15, Cornell piloted a “Disability Inclusiveness” program promoting disability awareness for staff. Over 100 staff members participated in the program through Toward New Destinations diversity initiatives of the College of Human Ecology, College of Veterinary Medicine, and Division of Planning and Budget. Measureable gains in knowledge of the ADA, as well as changes in understanding of and attitudes about individuals with disabilities were documented through the use of pre- and post-assessments at all sessions of the program². This program typifies Cornell’s growing commitment to measuring outcomes and impact of staff training.

The “Disability Inclusiveness” program has been incorporated into Cornell’s Inclusive Excellence Academy, and will be presented to Diversity Leads from all colleges and administrative units in 2016. A newly formed “Disability Inclusiveness Resource

² Pre-and post-assessment gains documented for the College of Veterinary Medicine (CVM) are representative of all groups. CVM program participants who correctly identified who is protected by the ADA grew from 42% in the pre-assessment to 89% on the post-assessment. CVM program participants who were aware of colleagues with disabilities in their workplace increased from 47% to 67%. Qualitative outcomes demonstrated both shifts in attitudes and planned workplace behavioral changes.

Group” is currently working to develop and market an expanded list of disability-specific programming, including and expanding upon the program piloted in 2014.

e. “Best Practice” Opportunities to Advance Disability Access and Inclusiveness

Opportunities to increase the demographic representation can be achieved by enhancing the current recruitment pipelines, including connecting with university student disability services, disability caucuses of professional organizations, and recruiting sources recommended by the U.S. Business Leadership Network. Colleges and administrative units can enhance pipelines of individuals with disabilities by establishing internships and temporary positions that provide work experiences for students with disabilities.

This year, the university will be focusing on increasing the engagement of diverse populations through its theme of “the lived experience of diversity.” Colleges and administrative units can take steps to increase engagement of individuals with disabilities by including disability as an identifier in climate surveys to measure the experiences of individuals with disabilities compared to those of non-disabled peers and encouraging participation in Cornell and local community activities that focus on the interests of individuals with disabilities such as the student group CUDA, the employee resource group for individuals with disabilities (Disability Colleague Network Group), and the city’s advisory board on disability issues.

To create a more inclusive work environment for individuals with disabilities, colleges and administrative units can encourage employees to participate in the university’s disability colleague network group, and provide education on disability etiquette, language and work habits.

Cornell has systems in place to ensure individuals with disabilities have the opportunity to participate in university-sponsored educational, training, recreational, and social activities. The university has established a process whereby sponsors of all public and private events on campus must submit plans detailing access for individuals with disabilities (including disabled veterans). All promotional materials for all indoor campus events include an accommodation statement and contact person, and individuals participating in campus-sponsored professional development are able to indicate on program registration forms any special accommodation needs they may have. The university’s human capital system allows Cornell to monitor participation in events by self-disclosed IWD status.

f. Other Disability Related Goals for 2015-16

Cornell maintains an ongoing and evolving commitment to addressing the needs of students, faculty, staff, and visitors with disabilities. In addition to the faculty and staff recruitment and retention initiatives detailed in Section IX, Part C of this document, other 2015-16 projects and actions designed to support our goal of creating a climate of engagement and inclusion for individuals with disabilities include the following:

- In conjunction with campus partners (including the Disabilities Colleague Network Group), implement a strategy to increase understanding of what constitutes a disability, rights of individuals with disabilities, and to encourage staff/faculty to self-identify as an individual with a disability.
- Create better awareness of the range and scope of services offered by Cornell's Medical Leaves Administration (MLA), which coordinates resources to enhance health and well-being of faculty and staff, including disability accommodations. MLA will undertake a range of strategies, including trainings to targeted groups, enhanced new supervisor training, website review and possible re-design, and a potential name change.
- Revise web accessibility guidelines and position these guidelines as the definitive information source, linked to appropriate web pages throughout the university.
- Continue to support the upgrades and revised information on disability.cornell.edu, which serves as an important means for sharing disability information to the campus community.
- Continue to develop articles for Cornell media networks that highlight disability awareness.
- Continue to review all Cornell design standards to determine if accessibility upgrades are needed.
- Plan and execute 25th anniversary conference highlighting ADA implementation strategies and accommodation successes.

These efforts and others are detailed in the 2015-2016 *Institutional Disability Access Management Strategic Plan for Cornell University* (Appendix B).

XI. Applicant and Hiring Data [41 CFR 60-741.44(k)]

[Withheld from distribution or public inspection to ensure confidentiality.]

Cornell collects employee data pertaining to individuals with disabilities in order to assess the effectiveness of the company's outreach and recruitment efforts. Cornell invites applicants and employees to voluntarily inform the company whether they believe they are individuals with disabilities in compliance with the Section 503 requirements.

	2015	2016	2017
Number of individuals who self-identify as individuals with disabilities before an offer of employment is made			
Total number of job openings			
Total number of jobs filled			
Total number of applicants for all jobs			
Number of applicants with disabilities hired			
Total number of applicants hired			