



TEMPLE UNIVERSITY  
- of THE COMMONWEALTH SYSTEM OF HIGHER EDUCATION

2013 AFFIRMATIVE ACTION PROGRAM

This Affirmative Action Program is effective from January 1, 2013 to December 31, 2013.

## **TEMPLE UNIVERSITY**

### **AFFIRMATIVE ACTION PROGRAM**

#### **GENERAL PURPOSE AND CONTENTS**

In compliance with the Civil Rights Act of 1964 and Executive Order 11246, as amended, the Vocational Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Temple University maintains an Affirmative Action Program which sets forth the procedures currently being followed in the implementation of university policy for equal employment opportunity. In accordance with the regulations of the Office of Federal Contract Compliance Programs of the U.S. Department of Labor, Temple's program describes the duties and responsibilities of the University, the employment situation as it exists today and Temple's goals for the future. It also includes guidelines and descriptions of affirmative action programs being used to achieve these goals.

It is understood that this Affirmative Action Program has been developed in order to reaffirm the University's policy of providing equal employment opportunity for all persons without regard to age, color, disability, marital status, national or ethnic origin, race, religion, sex (including pregnancy), sexual orientation, gender identity, genetic information or veteran status. Goals have been established, where appropriate, to endeavor to meet affirmative action obligations.

This program is not intended to and will not be used to discriminate against any applicant or employee because of age, color, disability, marital status, national or ethnic origin, race, religion, sex (including pregnancy), sexual orientation, gender identity, genetic information or veteran status.

## **SEX DISCRIMINATION PROHIBITED**

In accordance with the policy for equal employment opportunity, the University prohibits sex discrimination and sexual harassment in the workplace. In addition to continued adherence to the goals enunciated in the statement of nondiscrimination/equal opportunity, the University will continue to take the following actions as applicable:

### **I. RECRUITMENT AND ADVERTISEMENT**

- A. Recruit men and women for all positions, except where sex is a *bona fide* occupational qualification, without regard to the applicant's or candidate's sex.
- B. Ensure that "help-wanted" advertising does not express a sex preference for any job, unless sex is a *bona fide* occupational qualification for that job.
- C. Refrain from placing advertisements in newspapers or other media which are labeled "Males" or "Females," or otherwise segregated by sex, unless sex is a *bona fide* occupational qualification.

### **II. EMPLOYMENT PRACTICES**

- A. Review personnel policies to prevent discrimination on the basis of sex.
- B. Consider employees and applicants of both sexes for assignment, transfer or promotion to all positions for which they are qualified, except where sex is a *bona fide* occupational qualification.
- C. Administer employment opportunities, wages, hours, conditions of employment, pensions, recreation programs and employee benefits without regard to sex.
- D. Consider married and unmarried men and women equally in all personnel actions, including the administration of wages and benefits, without regard to the number of dependents which an individual may support or maintain. Retirement age and retirement benefits will be equal for both sexes.
- E. Provide appropriate facilities, e.g., rest rooms and locker areas, for employees and applicants of both sexes.
- F. Refrain from reliance upon state laws which conflict with Title VII of the Civil Rights Act of 1964, as amended, or Executive Order 11246 and are superseded thereby.

- G. Provide leaves of absence to employees, without regard to an employee's sex. No employee will be discriminated against because of pregnancy. Following childbirth, and upon signifying her intent to return within a reasonable time, the University will reinstate such employee to her original job or to a position of like status and pay, without loss of service credits.

### III. SENIORITY

Consider employees' seniority and administer any seniority system without regard to employees' sex.

### IV. PAY EQUITY

Determine wage schedules without regard to sex. There will be equal pay for equal work.

### V. SEXUAL HARASSMENT

Through the offices of Equal Opportunity Compliance and Human Resources Learning and Development, the University notifies all supervisors and managers that they are prohibited from engaging in, tolerating or otherwise promoting unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature by employees or supervisors, when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The University takes reasonable steps to prevent sexual harassment from occurring, including, but not limited to, expressing strong disapproval of such conduct, developing appropriate sanctions, informing employees of their right to raise the issue of sexual harassment under Title VII and the University's complaint resolution procedures and, generally, developing programs to sensitize managers, supervisors and employees to the nature of this problem. The University's Policy on Preventing and Addressing Discrimination and Harassment is published at <http://policies.temple.edu/PDF/221.pdf> and the Sexual Harassment policy is published at <http://policies.temple.edu/PDF/140.pdf>.

VI. DEFINITION

The terms “because of sex,” on “the basis of sex” and “regardless of sex” include, but are not limited to, because of or on the basis of pregnancy, childbirth or related medical conditions. Women affected by pregnancy, childbirth or related medical or physical conditions shall be treated the same for all employment-related purposes, including the receipt of benefits under fringe benefit programs, as other persons who are not so affected but are similarly able or unable to work.

VII. LEAVE OF ABSENCE DUE TO MATERNITY

Leaves of absence due to maternity are treated under the University’s Family and Medical Leave procedure, which is set out under Benefits on the Human Resources webpage <http://www.temple.edu/hr/departments/benefits/fmla.htm> and in the Employee Manual published at [www.temple.edu/hr](http://www.temple.edu/hr).

## **RELIGIOUS AND NATIONAL ORIGIN DISCRIMINATION PROHIBITED**

In accordance with its policy for equal employment opportunity, the University prohibits discrimination on the basis of religion and national/ethnic origin, and takes appropriate steps to ensure that all individuals are employed and treated during employment without regard to their religion or national/ethnic origin.

### **I. SCOPE**

The prohibition of religious and national/ethnic origin discrimination applies to all terms and conditions of employment, including, but not limited to, hiring, promotion, demotion, transfer, recruitment, recruitment advertising, layoff or recall from layoff, wage and benefit administration and selection for training.

### **II. REVIEW, EDUCATION AND TRAINING**

The University regularly takes the following actions:

- A. Explains in new hire orientations and employee training the University's obligation to provide equal employment opportunity, without regard to religion or national/ethnic origin, and the expectation that all employees, and especially managers and supervisors, will take appropriate actions to prevent unlawful discrimination and/or harassment;
- B. Reviews employment procedures to insure that the University's obligation to provide equal employment opportunity, without regard to religion or national/ethnic origin, is being fully implemented;
- C. Periodically informs all employees of the University's commitment to equal employment opportunity for all persons, without regard to religion or national/ethnic origin; and
- D. Informs recruitment sources (including employment agencies, college placement directors and business associates) of the University's expectation that applicants will be referred without regard to their religion or national/ethnic origin.

### **III. ACCOMMODATIONS TO RELIGIOUS OBSERVANCE AND PRACTICE**

The University will endeavor to make a reasonable accommodation to the religious observances and practices of any employee or prospective employee, unless such an

accommodation will impose an undue hardship on the conduct of business. Generally, managers and supervisors will try to make reasonable accommodations to the religious observances and practices of any employee or prospective employee who regularly observes Friday evening and Saturday, or some other day of the week, as the Sabbath and/or who observes certain religious holidays during the year and is conscientiously opposed to performing work or engaging in similar activity on such days, when such accommodations can be made without undue hardship on the conduct of business. In determining the extent of the hardship imposed, University administration may consider: (a) business necessity; (b) financial costs and expenses and (c) resulting personnel problems.

The University provides employees three (3) personal holidays each fiscal year which may be used for any reason including religious or cultural observance. The provision of personal holidays is covered in the Employee Manual [www.temple.edu/hr](http://www.temple.edu/hr).

## **DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION**

The President assumes final responsibility for the overall development, implementation, coordination and monitoring of the University's Affirmative Action Program, while delegating assignments to administrators whose duties relate to the Program.

- A. The Vice Presidents will assist the President in overseeing the development, coordination, implementation and monitoring of the University's Affirmative Action Program in their respective divisions and will ensure that all university actions on recruitment, hiring, promotion, wages and salaries, training, leaves and termination of personnel under their supervision conform to the principles and provisions of the Program.
- B. The Provost of the University is to ensure that all University actions on recruitment, appointment, promotion, salaries, leaves, tenure and termination of faculty members and of other personnel under his or her supervision conform to the principles and provisions of the Program.
- C. The Associate Vice President for Human Resources is to ensure that the principles and provisions of the Program are adhered to in the recruitment, hiring, wages and salaries, promotion, training, leaves and termination of non-faculty professional and nonprofessional employees at all University campuses and facilities.
- D. The Chief Financial Officer is to ensure that University funds and services subject to his or her authority are allocated to promote maximum effectiveness of the Program.
- E. Each Vice President, the Deans, Directors and department heads, within their assigned jurisdictions, are to ensure that all persons involved in employment decisions within their units comply with the principles and provisions of the Program. This responsibility includes expanding the opportunities for upward mobility.

The Director of the Office of Equal Opportunity Compliance serves as the University's chief compliance officer on equal opportunity matters. The Director is responsible for the proper implementation of the Program and the audit of its effectiveness.

The Director has responsibility to:

- A. Design and implement an administrative system which will provide the means of determining whether placement goals are needed and the necessary actions to achieve them, including an audit and reporting system maintained on a continuing basis by all employment units.
- B. Aggressively and systematically monitor the internal audit and reporting systems designed to measure the degree to which the University is meeting its affirmative

action commitment. The Director will determine where progress has been made, where there has been a lack of progress, and will report to the appropriate officer and to the President those areas which need additional or corrective action, along with his/her recommendation for such action. These reports should be made promptly whenever remedial action appears to be needed.

- C. Develop organizational and communication techniques to establish on each campus the visibility and credibility of the Office of Equal Opportunity Compliance, as a source of assistance or counsel for individuals alleging discrimination which has not been satisfactorily resolved through normal administrative procedure. In the absence of a complaint of discrimination, the Office of Equal Opportunity Compliance shall not be a substitute for grievance procedures already prescribed for the general administration of the University. The Office of Equal Opportunity Compliance, however, can informally assist all parties involved in the early stages of a grievance in an effort to resolve the complaint equitably and promptly. Once discrimination is alleged, the equal opportunity compliance role becomes primary, and the procedures prescribed in the University's Policy on Preventing and Addressing Discrimination and Harassment <http://policies.temple.edu/PDF/221.pdf> and the Sexual Harassment policy <http://policies.temple.edu/PDF/140.pdf> will be followed.
- D. Schedule and conduct periodic meetings with officers of Temple University and administrators in each division to explain the policy of equality of employment opportunity and the requirement that employees at all employment levels adhere to that policy in order to strengthen the Affirmative Action Program.
- E. Maintain a file of current federal, state and local government employment regulations, and in collaboration with Human Resources and University Counsel develop employment procedures to ensure Temple University's compliance.
- F. Serve as liaison and point of contact with the appropriate regulatory agencies with respect to the University's affirmative action program and related compliance matters.
- G. Receive, hear, investigate and make decisions upon all complaints as to policy or individual supervisory actions with respect to discrimination on grounds of age, color, disability, marital status, national or ethnic origin, race, religion, sex (including pregnancy), sexual orientation, gender identity, genetic information or veteran status, provided, however, that the Office of Equal Opportunity Compliance shall not formally enter into a case until after the complainant has observed regular grievance procedures.
- H. Monitor the University's Human Resources Offices at the Main Campus and the Health Sciences Campus in the application of the equal employment opportunity

policy, including the development of positive recruitment and promotion programs to support the policy.

- I. Require that all suppliers, contractors and subcontractors develop their own Affirmative Action Programs in accordance with government regulations and the University's nondiscrimination and equal opportunity policy.
- J. With the assistance of divisional administrative personnel, prepare the annual Program Summary and other reports as are appropriate, demonstrating by specific goal evaluation the achievements of Temple University under its Affirmative Action Program.
- K. In collaboration with the Associate Vice President for Human Resources actively seek out minority organizations, women's organizations and neighboring community groups concerned with expansion of job opportunity on campus. This outreach effort should concentrate primarily on those employment areas where affirmative action goals for the University have been established.
- L. Support the Office of Institutional Diversity which has responsibility to review and approve proposed affirmative action search procedures for all full-time faculty appointments (tenure and non-tenure track), all administrative appointments at T-26 and above, and other non-faculty appointments as deemed necessary and appropriate by an officer of the University; responsibility to develop policies and procedures for conducting searches to achieve affirmative action goals; and responsibility to provide consultation to search committees as needed.

To confirm the University's steadfast commitment to the principles of nondiscrimination, diversity, and voluntary affirmative action, the Board of Trustees recently took the unprecedented step of establishing a standing committee, the Campus Life and Diversity Committee, to consider and recommend to the Board policies concerning campus life, including relations among students and other members of the University community. The Campus Life and Diversity Committee also considers and recommends policies that foster an appreciation of different people, cultures, and perspectives, and that enhance the safety and well-being of all members of the University community.

## IDENTIFICATION OF PROBLEM AREAS

### I. UTILIZATION ANALYSIS

The Office of Equal Opportunity Compliance conducts a Utilization Analysis for the affirmative action program year comparing the workforce representation of minorities and females to their statistical availability by job group. From the Utilization Analysis Equal Opportunity Compliance identifies underutilization and goals where applicable.

### II. ANALYSIS FOR ADVERSE IMPACT

The Office of Equal Opportunity Compliance reviews employment transactions, hires, promotions, transfers and terminations, for adverse impact of selection decisions on minorities and women. When such impact is identified, the transactions and particular decisions are examined further for corrective modification of the employment procedures as needed.

### III. COMPENSATION

The University analyzes compensation to determine whether there are any gender- or race/ethnicity-based disparities. Where the analysis identifies a disparity, the University will seek an explanation and a correction, as necessary, through established procedures for salary adjustment and the Action Oriented Programs of the Affirmative Action Program.

### IV. GENERAL PROVISIONS

In order to identify and address potential problem areas, the Director of Equal Opportunity Compliance will regularly review components of the total employment process:

- A. Composition of the workforce by minority group status and sex.
- B. Composition of applicant flow by minority group status and sex.
- C. Overall employee recruitment and selection process including position specifications, application forms, interviewing procedures, test administration, test validity, referral procedures, final selection process and other employee selection procedures.
- D. New hires, promotions, transfers, terminations.
- E. Employee utilization of voluntary training, recreation and social events and other programs that are sponsored by the University.
- F. Technical requirements of compliance laws prohibiting discrimination in employment and promoting affirmative action programs, e.g., retention of applications, notifications to subcontractors, etc.

- G. “Underutilization” of minorities or women in specific job groups.
- H. “Under-representation” or “Concentration” of minorities or women in specific departments.
- I. Lateral or vertical movement of minority or female employees occurring at a lesser or greater rate than that of non-minority or male employees.
- J. Selection processes that appear to eliminate a significantly higher percentage of minorities or women than non-minorities or men.
- K. Compliance of application and other pre-employment evaluation forms or procedures with federal or state law.
- L. Accuracy of position descriptions in relation to actual functions and duties of the particular jobs.
- M. *De facto* segregation, by race or sex, existing in job titles or job groups.
- N. Seniority provisions contributing to overt or inadvertent discrimination by minority group status or sex.
- O. Non-support of affirmative action and equal employment programs and policies by managers, supervisors or employees.
- P. Underrepresentation of minorities or women in University training or career improvement programs.
- Q. Formal techniques for evaluating effectiveness of the programs set forth in this Affirmative Action Program.
- R. Notice to subcontractors and vendors of their responsibility to assist the University in attaining the goals and objectives set forth in this Affirmative Action Program.
- S. Inclusion of the nondiscrimination/equal opportunity clause in leases, purchase orders or other contracts covered by Executive Order 11246.
- T. Display of nondiscrimination/equal employment posters in appropriate university locations.

If review by the Director of Equal Opportunity Compliance indicates that problems exist or that other impediments are blocking the entry of minority groups or women into the workforce or into specific jobs or job groups, the University will consider corrective action, as outlined in the Action-Oriented Programs section.

## **ACTION-ORIENTED PROGRAMS**

### I. PROGRAMS SUPPORTING RECRUITMENT AND EMPLOYMENT

#### A. FACULTY RECRUITMENT AND EMPLOYMENT

The Provost has challenged Deans, Officers and the Associate Vice President for Institutional Diversity, Equity, Advocacy and Leadership to be proactive in their efforts to attract outstanding faculty from underrepresented populations. Search committee chairs are provided with training by Human Resources and Institutional Diversity on recruitment strategies to attract a diverse applicant pool for open positions. These strategies include advertisements in targeted media that convey the fundamental message Temple University is an equal opportunity/affirmative action employer seeking to maintain a diverse workplace, and that encourage women, persons of color and other qualified individuals to apply. Faculty positions are posted in such publications as *The Journal of Blacks in Higher Education*, *Diverse Issues in Higher Education* and *The Hispanic Outlook in Higher Education*, as well as in the professional journals and *The Chronicle of Higher Education*. Creative and ongoing recruitment is encouraged through the use of websites, conferences, professional associations and listservs. All searches for faculty are required to comply with instructions from the offices of the President and the Provost and with affirmative action guidelines from Human Resources and Institutional Diversity. When a candidate is recommended, compliance documents accompany the Dean's transmittal letter. Goals and timetables, resources used, and the end results are reported for review by the Associate Vice President for Institutional Diversity.

The Director of Faculty Recruitment and Retention from the Office of Institutional Diversity develops various mentoring programs for new faculty, particularly women faculty and faculty of color. Since academic year 2009-10 when incoming women faculty articulated specific areas for which they wanted additional information, the Director of Faculty Recruitment and Retention has partnered with Human Resources Learning and Development and fostered a women of color group.

#### B. ADMINISTRATORS AND STAFF RECRUITMENT AND EMPLOYMENT

The recruitment of women and minority staff and administrators is guided by the regular practice of Temple University's Human Resources Department to advertise at the local and national levels in diverse media, including publications especially addressed to minority audiences. Locally, positions are advertised in *The Philadelphia Tribune*, *The Philadelphia Sun*, *la Actualidad*, *Community Focus*, *Al Dia*, and *Korean Daily News (formerly Dong-A-Daily)*. Nationally, Temple advertises in *Diverse Issues in Higher Education* and *The Hispanic Outlook in Higher Education*. Sample job advertisements are included at the end of this section. The recruitment effort also includes electronic media and bulletin boards intended to attract the interest of minority job seekers. Temple has contracted with CareerBuilder.com which has direct links to more than 70 diversity sites, such as, to name a few, MSN Latino, African American Times, Black Business Professionals, Chinatown Connection, DverCity.com, and FemaleThink.com, that list Temple job announcements automatically when Temple posts

positions to CareerBuilder.com. The Human Resources Department further encourages interest in Temple employment by hosting and participating in job fairs in the community and the greater Philadelphia region.

Job vacancies are posted regularly on Temple’s website and campus bulletin boards, to allow employees to bid on opportunities of interest for advancement, thereby encouraging continued employment at Temple. The bidding procedure insures that all qualified internal candidates have an opportunity to be considered. The bidding procedure is described for employees in the Temple University Employee Manual and in the collective bargaining agreements.

Browsers from within and outside the university can look at posted vacancies. Temple University invites applications from qualified women, minorities, persons with disabilities, and veterans by outreach to professional, service and other community organizations. The Human Resources Department emails copies of job postings to approximately 50 organizations in the Delaware Valley, many serving minority constituencies, including the Pennsylvania Department of Labor and Industry, hireAbility, Spin (Special People in Northeast), Inc., Office of Vocational Rehabilitation, League of United Latin American Citizens, and the New Jersey Department of Labor and Workforce Development Labor Exchange.

The Human Resources Affirmative Action Authorization for administrative and non-faculty professional appointments requires a hiring department to attest to the recruitment effort and the results produced. Appointments to all positions at T26 and above must be approved by the Associate Vice President for Institutional Diversity. Positions at T25 and below must be approved by the Assistant Vice President for Human Resources before an offer of employment is made by Human Resources.

C. COMMUNITY HIRING PROGRAM

Initiative	Description
Temple Helps Its Neighbors Find Jobs: Temple’s Neighbors Job Fair	Temple hosts annually a job fair for community residents, its sixth fair in 2012. Sponsored by Temple's Office of Human Resources' Division of Community Outreach and Hiring, the Temple University Neighborhood Job Fair is part of a university initiative to provide area residents with the resources they need to achieve their employment goals. Each year, a number of businesses take part, such as Independence Blue Cross, Aramark, Rite Aid, SEPTA, the Internal Revenue Service, and the U. S. Census Bureau. Job seekers also receive advice on updating their resumes and improving interviewing skills.

Workforce Initiatives	As one of the nation’s great urban universities, and one of Philadelphia’s largest private employers, Temple University recognizes that the future of our University and neighborhoods that we do business in are strategically connected. Our Community Outreach & Hiring Initiative is designed to ensure a mutually beneficial future for both Temple and our neighbors by increasing employment opportunities at Temple and with our many business partners.
Temple Reaches Out to the Community for Some Fresh Faces	As one of Philadelphia’s largest private employers, Temple wants to improve the community in which the University is located by collaborating on a regular basis with local community leaders and by offering targeted employment-related training, development and coaching programs to local residents. The goal of Community Outreach and Hiring, a specialized office within the department of human resources, is to expand recruitment efforts in the surrounding area that includes North Philadelphia’s diverse communities and assist qualified applicants in successfully applying for positions at Temple and other local employers.
Temple Center Serves as Model for Welfare-to-Work System	Since January 2007, the Center for Social Policy and Community Development, in the College of Health Professions and Social Work, has worked in conjunction with the Pennsylvania Department of Public Welfare, serving as an Employment, Advancement and Retention Network — or EARN — center that aims to help Philadelphia residents transition from welfare to employment. “The numerous resources we offer in job placement and training will help to create a path of self sufficiency for those who most need it,” said Viola Malone, director of Temple’s EARN Center.”
Community Health Fair	The ‘Youth Day’ fair held at the Temple University Health Sciences Campus brings together students from all of Temple’s health-related disciplines to offer information on healthy choices and careers in the health sciences. Children from the Allegheny West and Norris Kids summer camps rotate between six workshops geared toward healthy and active lifestyles, covering topics like music therapy, boxing aerobics, urban farming and food justice, and health education.
Mini Job Fair	As one of the city’s largest non-government employers, Temple is committed to helping community members prepare for and find opportunities in the regional workforce. For example, the University offices of Human Resources and Community Relations hosted employment representatives from Central Parking System to help connect them with job applicants from North Philadelphia and within the Temple student body.

D. JOB/CAREER FAIRS ATTENDED BY TEMPLE UNIVERSITY  
COMMUNITY OUTREACH & HIRING

Initiative Title/Sponsor/Location and Zip code	Date Held	Approximate Number of Attendees
JEVS Human Services/Veterans Job Fair Bordentown Armory, 08505	9/4/2013	50 - 60
Fort Dix/Veterans Job Fair Fort Dix Navy Hangar VR-64, 08641	8/5/2013	1,000
State Representative J.P. Miranda Winchester Recreation Center, 19130	5/30/13	150 – 200
Temple University Neighborhood Job Fair, 8 <sup>th</sup> Annual, Mitten Hall, TU Main Campus, 19122	5/23/13	3,200
PhillyRising Deliverance Evangelistic Church, 19132	5/11/13	250 – 300
State Representative Brian Sims William Way Community Center Ballroom	4/26/13	80 – 100
State Representative W. Curtis Thomas Bright Hope Baptist Church, 19122	2/28/13	1,000 – 2,000
Global Citizen/Todd Berstein Girard College, 19121	1/21/13	523
Temple University Neighborhood Job Fair, Fall 2012, Mitten Hall, TU Main Campus, 19122	11/19/12	500
State Representative W. Curtis Thomas Bright Hope Baptist Church, 19122	10/25/12	380
Senator Shirley Kitchen & Networks for Training Development, Inc., Zion Baptist Church, 19140	6/21/12	400
Temple University Neighborhood Job Fair, 7 <sup>th</sup> Annual, Mitten Hall, TU Main Campus, 19122	5/24/12	1,200
Councilman Kenyatta Johnson Myers Recreation Center, 19143	4/20/12	500
University of Pennsylvania Veterans Job Fair University of Penn, Houston Hall, 19104	4/11/12	40 – 50
State Representative Curtis Thomas People for People Center, 19130	2/10/12	800 – 1,000
Global Citizen/Todd Berstein Girard College, 19121	1/16/12	300 – 500
Bright Hope Baptist Church, 19122 State Representative Curtis Thomas	10/27/11	252
State Representative Kenyatta Johnson Kingsessing Recreation Center, 19143	10/21/11	159

E. OUTREACH TO VETERANS

Initiative	Description
Veteran Recruitment	<p>Temple encourages applications from veterans of the U.S. military and enlisted service members wanting to begin or continue their college educations. We offer guidance and support in the admissions and financial aid processes, along with personal and academic support.</p> <p>Designated a Military Friendly School each year since 2011 by <i>G.I. Jobs Magazine</i>, Temple University provides access to excellence and opportunities for success for military service members and veterans who are admitted to and enroll at Temple. The University is committed to assisting these students with making a smooth transition from military to college life.</p> <p>Current and prospective veterans enrolled at Temple can now benefit from the university's participation in the Yellow Ribbon GI Education Enhancement Program, an initiative spearheaded by representatives from the Fox School of Business and the Temple University Veterans Task Force Committee.</p>
Temple Veterans Association (TVA)	<p>Temple Veteran Association (TVA) was established on the initiative of enrolled veterans to assist student veterans with continuing education, veteran benefits, career advancement; to assist the university in recruiting veterans; and to provide a support group for Temple veterans.</p>

F. INSTITUTIONAL DIVERSITY, EQUITY, ADVOCACY AND LEADERSHIP (IDEAL)

Initiative	Description
Faculty Recruitment and Retention	<p>The primary responsibility of the Recruitment and Retention unit within IDEAL is to support the work of the Provost, Deans and faculty search committees as they recruit life learners who have a commitment to vigorous research, outstanding scholarship and excellence in teaching. It is critical that each faculty member understand our mission and our passion for diversity.</p> <p>The second responsibility is to ensure that Temple provides a welcoming environment where active scholars can advance through tenure and promotion. That responsibility includes the removal of any institutional hurdles that might prevent or delay the advancement of women and faculty of color and the creation of arenas and opportunities where people of like thought can converse, collaborate and be collegial.</p>

G. STUDENT RECRUITMENT

Initiative	Description
Latinos Rising: Temple Sees Growth in Hispanic Undergrads	<p>With a student body as diverse as Temple's, you may not have even noticed a change. In the 2010 fall semester, for the first time in the University's history, the number of Temple undergraduates who identify themselves as "Hispanic" passed 1,000. The record marks a period of explosive growth and non-stop milestones for Latino students at Temple. The fall 2010 total of 1,009 Latino students — the second-highest Latino undergrad population at any college or university in Pennsylvania — had increased more than 74 percent in the last decade and more than tripled in the last 25 years. In the fall 2012 a total of 1,316 Latino undergraduates were enrolled.</p>
Center for Minority Health and Health Disparities – Recruitment and Admissions Retention (RAR) Program.	<p>The Recruitment, Admissions and Retention Program (RAR) at Temple University School of Medicine (TUSM) provides support and opportunities for the medical education of educationally and/or financially disadvantaged students. The primary purpose of the program is to help TUSM identify, enroll and graduate physicians from disadvantaged backgrounds and retain them in the profession of medicine. This group of medical students includes but is not limited to the traditionally underrepresented groups of African Americans, mainland Puerto Ricans, Mexican-Americans and Native Americans. The RAR Program has a legacy of over 30 years of ongoing support services to hundreds of minority applicants and medical students of</p>

	<p>these and other groups that are underrepresented in the profession of medicine (URM). Temple is concerned with more than the façade of equal opportunity. It is devoted to its substance – the effort to help disadvantaged students overcome the academic and economic obstacles that are the reasons for their underrepresentation among our nation's physicians.</p> <p>Of the 126 medical schools in the United States, TUSM has for many years has been among the top 10 medical schools in enrolling and graduating very large numbers of minority physicians. Over 120 minority medical students attend TUSM each year, representing 17% of its total student enrollment. TUSM is committed to this leadership role in securing diversity in our student body, as well as maintaining excellence in our academic programs.</p>
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H. ALL INCLUSIVE ENVIRONMENT

Initiative	Description
Religious Accommodation	Foot washing is a rite observed by several religious groups. Temple University included foot wash stations in the construction of an addition to the Student Center in 2005. Although the two foot wash stations are located in the Student Center, anyone who is allowed entry to the Student Center is welcome to use the foot wash stations.

<p>Disability Resources and Services (DRS) Promotes a Rich Living and Learning Atmosphere for Every Temple Student.</p>	<p>For the approximately 1,100 Temple students with disabilities, supplies and planning are only small parts of settling in to a new school year. One misconception about students with disabilities is the belief that all disabilities are visible. For example, more than 40 percent of the students registered with DRS have learning disabilities such as attention deficit hyperactivity disorder. The department also provides services for students with mental health issues including Asperger’s syndrome and bipolar disorder, and medical conditions such as traumatic brain injuries and cancer. Military veterans returning from Iraq and Afghanistan come to the department with injuries including post-traumatic stress disorder, a condition significantly affecting veterans of those two conflicts.</p> <p>In the past, a student using a wheelchair would have had to go to DRS for an elevator key, enter a particular building by a ramp around the back and use the key to ride the freight elevator to the building’s upper floors. Today, everyone can use the ramped front entrances of buildings and ride passenger elevators together. The ongoing attention to accessibility fosters an all-inclusive college experience allowing students with physical, cognitive or psychological disabilities to blend in, rather than stand out.</p>
<p>Project Access</p>	<p>One initiative that extends beyond basic accessibility is Project Access TU: a set of web-based tutorials in which students explain self-advocacy strategies. The step-by-step videos guide viewers through the often daunting processes of adapting to college life, such as disclosing a disability or requesting accommodation. The videos, which were produced in conjunction with the College of Education, have helped expand DRS’s reach while offering vital information to students.</p> <p>Being able to review the information from the privacy of one’s own computer has contributed considerably to the number of students who register with Disability Resources and Services.</p>
<p>Project Remote</p>	<p>Project REMOTE supplies real-time captioning and sign language interpretation of lectures, enabling students with hearing impairments to keep pace with class discussion. Students also may receive class materials in alternate text formatting instead of standard print documents, or be granted access to specialized equipment such as dictation software, screen magnification software and custom hardware.</p>

Project Route: Accessible Routes to Campus for Students, Employees and Visitors	Project ROUTE is a collaborative effort of Computer Services, Creative Services, Space Management, and the Office of Facilities Management. ROUTE users can navigate all 117 buildings across the 115 acres of Main Campus. Turn-by-turn directions and photos map paths to any destination, indicating accessible entrances, restrooms, parking and elevators. Navigation can be customized for different accommodations, such as wheelchair access, improving independent travel on campus. Visitors also can take advantage of the mapping and photo features to plan their routes ahead of time, so that they can arrive on campus confident in their ability to get around.
Gender and Sexuality Climate Assessment	One of the most critical initiatives supported by the university is creating and maintaining a community environment that respects individual needs, abilities and potential. Survey data is expected to be used to develop strategies for addressing potential challenges and supporting positive diversity initiatives.
University Materials Reflect Our Diverse Population	When employees or students are featured in help-wanted or University advertising, employee handbooks or manuals or similar publications, both minority and non-minority men and women are included in the photos. See the University's website <a href="http://www.temple.edu">www.temple.edu</a> for examples.

## II. PROGRAMS SUPPORTING EMPLOYEE DEVELOPMENT AND TRAINING

Opportunities for knowledge and skill development are available through Temple's academic programs and are supported through the tuition remission benefit for employees. In addition, the department of Computer Services offers systems and software seminars to employees as an educational service at no charge. The Learning and Development Division of the Human Resources Department offers opportunities to individual employees and to departments for learning Temple's operational procedures, improving service delivery, building supervisory skills, and understanding regulatory requirements for the organization.

### A. RESOURCES TO SUPPORT EMPLOYEE DEVELOPMENT

Initiative	Description
Teaching and Learning Center (TLC)	The TLC promotes the value and practice of excellent teaching, teaching that facilitates student learning and growth. The TLC provides programs and resources designed to promote teaching methods that are consistent with the research on how people learn.

	<p>The TLC provides opportunities for faculty and TAs to reflect on their work, and to share, and learn, from the experience and expertise of their colleagues. The TLC also aims to promote this reflection in the form of assessment and scholarly research into teaching and learning. By supporting faculty in their work as teachers, our ultimate aim is to support the success of Temple’s richly diverse student body and the development of our students as scholars and citizens.</p>
<p>The Center for Social Justice and Multicultural Education</p>	<p>The Center for Social Justice and Multicultural Education offers a broad range of programs to assist Temple faculty, administrators and staff in embracing the university’s commitment to multiculturalism. The CSJME assists faculty, administrators and staff develop the skills to create and implement programs, curricula, and policies that promote and foster an appreciation of individuals and groups who may differ from themselves based on sexual orientation, race, ethnicity, national origin, religion, gender, age, ability, and socioeconomic status.</p>
<p>Great Teacher Awards</p>	<p>Annually, Temple University professors are honored with faculty awards celebrating excellence in teaching, research and the creative arts. Honorees are selected based on an evaluation of nomination letters from faculty, students and alumni; student course evaluations; peer reviews; seminar presentations; and related work.</p>
<p>Temple University Women of Color</p>	<p>The Temple University Women of Color (TU-WoC) was formed to create programming and events designed to foster professional development, interaction and dialogue among Temple’s diverse women of color. In addition to an annual networking event, the organization provides professional development and social engagement through brown-bag lunch discussions on issues related to women of color, monthly cross-cultural events, special projects and a book club that explores the work of diverse women authors. The group invites the participation of all members of the university community who support its mission: to provide a space for women of color to engage in discussions and community building within a supportive environment. TU-WoC’s membership reflects the cultural diversity of Temple’s campus. Latinas, Native Americans, African Americans, Asian Americans and women from multi-cultural backgrounds have attended the various events sponsored by the organization. The organization also raises funds to support a TU-WoC scholarship to support the educational goals of a Temple female student of color.</p>
<p>Academic Center for Research in Diversity (ACCORD)</p>	<p>Our Academic Center on Research in Diversity (ACCORD) facilitates intercultural dialogue, strategies and initiatives to address gaps in achievement — in the greater society and in higher education</p>

	— related to race, gender, class, ethnicity, disability, sexual orientation, religion and other forms of distinction. ACCORD’s mission is focused on applying research, being a “think tank” and bringing Temple University faculty together to discuss and collaborate on diversity-related research projects.
The Office of Institutional Diversity, Equity, Advocacy and Leadership (IDEAL) Virtual Academy	<p>The IDEAL Virtual Academy is a portal-based, distance learning education and training program administered by the IDEAL which uses cutting edge technology based delivery systems to provide capacity building information, education and training access and opportunities to individuals, small business enterprises and major corporations.</p> <p>IDEAL supports the continuous education and training needs of professionals in today’s fast-paced world. Since hectic schedules make it difficult to take time away from their office extensively to expand their knowledge, distance learning provides an excellent complement to classroom training.</p>

**B. HUMAN RESOURCES LEARNING AND DEVELOPMENT**

The mission of the Learning & Development Division (L & D) of Temple University’s Department of Human Resources is to enhance the current and future organizational effectiveness of Temple University by increasing employees’ abilities to maximize performance. We are committed to supporting the continued growth and development of Temple University’s most valuable resource, its people.

Initiative	Description
Human Resources Learning and Development	<p>The staff of Learning &amp; Development carries out this mission by:</p> <ul style="list-style-type: none"> <li>▪ Cultivating Temple's workforce and enhancing Temple's organizational culture through professional development programs;</li> <li>▪ Promoting diversity to protect individuals from discrimination and harassment;</li> <li>▪ Assisting individuals in developing their interpersonal and managerial skills;</li> <li>▪ Responding to conflict issues within Temple's work units to facilitate performance management, foster team unity and productivity;</li> <li>▪ Improving the quality of work life and job satisfaction for employees;</li> <li>▪ Educating employees so they can best utilize the benefits,</li> </ul>

	services, policies, and procedures of the University.
Leadership & Management Academies	<p>The Leadership Academy is a year-long professional development program for eligible full-time faculty and senior-level administrators recognized as rising Temple University leaders. Beginning its 5th year, the Leadership Academy continues to demonstrate the University's commitment to building and sustaining the institution's leadership capacity by preparing high-potential organizational leaders for new or increasingly complex leadership roles. Since Fall 2006 there have been 230 employees enrolled.</p> <p>The Management Academy (MA) is a 5-1/2 session certificate program created for High Performance - High Potential employees at the T25 level and above. The MA is designed to: (1) define professional development, career development, leadership and organizational opportunities and realities; (2) provide an overview of Temple University, its culture and structure, the President's strategic initiatives, and how finances impact institutional planning; (3) expose participants to more senior level organizational leaders for mentoring and networking opportunities; and (4) identify key administrative and interpersonal skills needed to progress at Temple University.</p>
Online Anti-harassment Training Program	To reinforce Temple University's commitment to a harassment-free workplace and learning environment, an online training program entitled, "Harassment Is..." was provided. This interactive video familiarizes Temple faculty and staff with the University's anti-harassment policies as well as educates them about when to take appropriate action and who to contact should they be confronted with unlawful discrimination. As part of Temple's Policy on Preventing and Addressing Discrimination and Harassment, all Temple Faculty and staff are required to complete this program within the first month of employment. At the end of the video, faculty and staff must answer all 13 questions on the quiz to be considered compliant.
Performance Development Program(PDP)	In 2003, Temple University's Human Resources Department developed the first university-wide system to manage the performance of non-faculty employees, called the Performance Development System (PDS). PDPs are required for all non-faculty employees who work 20 hours or more per week. PDPs are used to detail the employee's essential functions or duties, goals/projects that must be completed within a fiscal year, and competencies to be developed. An employee and supervisor should jointly create a PDP at the beginning of each fiscal year or, in the case of a new hire, during the introductory/probationary period. Throughout the year, the supervisor and employee can enter notes on the employee's performance and periodic meetings should be scheduled to discuss

	<p>the employees' performance and progress on goals. At the end of the fiscal year, supervisors are required to rate the employee's performance. Included among the core competencies on which employees are evaluated is "Respect and Valuing Diversity," the ability to recognize, understand, accept and appreciate the value of workforce diversity. A copy of our PDP is included at the end of this section.</p>
Supervisory Legal Update	<p>Because laws that affect employers, supervisors and employees are ever-changing, the Temple University Human Resources department periodically provides training for its managerial personnel on a variety of legal topics. These programs provide the information necessary for managerial personnel to effectively manage their diverse staffs. The most recent series of programs included updates to the American with Disabilities Act, Harassment Law and the Family Medical Leave Act. Sample training materials are included at the end of this section.</p>
New Employee Orientation	<p>All new full and part-time staff and full-time faculty members are required to attend this half-day orientation program, which informs its participants about Temple University's most important policies and procedures. This program is offered on average about 2 times per month. Included in the program are explanations of: 1) Union Membership; 2) Conflict of Interest including nepotism; 3) Americans with Disabilities Act and Reasonable Accommodation; 4) Violence in the workplace; 5) Workers' Compensation; 6) The Family Medical Leave Act; 7) A Definition of Diversity; 8) Policy on Preventing and Addressing Discrimination and Harassment; and 9) Contact information for the Office of Equal Opportunity Compliance.</p>
Supervisory Development Program	<p>This four-day program is designed for new, new to Temple, and seasoned supervisors who want to improve their supervisory skills. Program attendees gain knowledge on how to address challenges that may come up as they supervise.</p> <p>Training topics include: 1) Managing with knowledge of organizational culture; 2) Supervisory roles and responsibilities; 3) Understanding emotional intelligence; 4) Managing a diverse workforce; 5) How to be a situational leader; 6) Employment law 101; 7) Consultations with employee/labor relations, university counsel, and human resource professionals; and 8) How to deal with conflict and anger.</p>
International Educators Academy	<p>A 5-session certificate program created to support and promote international education, research, cultural competence and entrepreneurial efforts at Temple University and to enhance the University's international and global leadership capacity. Sessions</p>

	will be led by University subject experts and guest presenters. Topics included: 1) Globalizing the University; 2) Cultivating Cultural Competence; 3) Developing Partnerships, Operations, Implementation and Funding; 4) Marketing, Outreach and Advocacy; 5) Managing Risk and Crises; 6) Going Global: What's Next; and 7) Project Presentations.
Periodic Programs	Most of the HR programs offered to the entire Temple community and those offered to individual school/colleges/departments have content that includes diversity. Several, such as Diversity Goes to the Movies, Cross Cultural Communication, Crossing Cultures Successfully, Coming Together: Women's Issues in Higher Education, Generations at Work, Shifting Gears: The Psychosocial Aspects of Retirement, and Addressing Homophobia in the Workplace, focus primarily on diversity. Individual coaching is offered and at time mandated for individuals who have been found in violations of our anti-harassment and discrimination policies and regulations. Complainants are also offered counseling.

C. EMPLOYEE EDUCATION BENEFITS

Initiative	Description
Tuition remission	Full-time faculty and administrative staff who retire from Temple University are eligible for the same tuition remission benefits for which they were eligible the day of retirement. In addition, employees may register for any class that does not interfere with the employee's regular work schedule. Upon request, a Vice President or Dean may approve a flexible work schedule for an employee to allow the employee to take a course during normal work hours. Under such an arrangement, the flexible schedule must not negatively impact the functioning of the office. In addition, the employee's regular work schedule must be adjusted to account for the time spent at class.
Temple Night Owls - Adult Student Organization	Continuing Education on the Main Campus serves a wide variety of students -- adults returning to school for undergraduate or graduate courses; professionals updating their skills; students taking courses to meet admissions requirements for graduate or professional schools; visiting students; or students taking courses for personal enrichment.

III. PROGRAMS SUPPORTING COMMUNITY DEVELOPMENT

Temple University is an integral member of its Philadelphia community. In December 2010 Temple was honored by the Urban League of Philadelphia with the 2010 Community Service

Award for the university’s ongoing efforts to provide high-quality education, job opportunities and medical care to underserved members of the community. In addition, Temple was named to the 2010 President’s Higher Education Community Service Honor Roll, the highest national recognition a college or university can receive for its commitment to service. As further illustrated below, Temple offers a wide range of community programs across all of its schools and colleges, and its students, faculty and staff contribute more than 46,000 hours of volunteer service each year.

<b>Initiative</b>	<b>Description</b>
Community Education Programs	As a leading educational institution in Southeastern Pennsylvania dedicated to providing access to excellence in education, Temple offers a number of community-oriented education programs designed to engage our neighbors in meaningful educational experiences. From GED track courses and basic computing classes to innovative music programs, Temple offers the community a number of options for continuing education and enrichment. Numerous other community education opportunities are available at Temple.
Pan-African Studies Community Education Program (PASCEP)	Administered by the Office of Community Education, PASCEP has been providing a nontraditional non-credit education curriculum to residents of North Philadelphia for more than three decades. PASCEP offers courses in a wide variety of topics, ranging from basic literacy to computer workforce training. Participants can also earn their GED.
Temple’s Community Engagement Earned National Recognition	Temple University earned the 2010 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a national acknowledgement of the degree of mutually beneficial collaboration between Temple and its greater community. The Carnegie Foundation, an independent policy and research center, cited Temple’s “excellent alignment among mission, culture, leadership, resources and practices that support dynamic and noteworthy community engagement.”
Community Relations Computer Donation Program	To help bridge the digital divide, Temple University has partnered with the City of Philadelphia and the Philadelphia School District to create a community computer laboratory open to residents of North Philadelphia. The University installed 15 refurbished computers at the John F. Hartranft Elementary School, near Temple's Main Campus, to provide online access for both school students and adults from the nearby community. The project was coordinated by Temple’s Office of Community Relations, with computers provided by the University’s Computer Recycling Center, which refurbishes and redistributes used equipment. Since 2003, the Center has donated more than 1,200 computers to local organizations.
Clothing Donations for	During a once-a-year clothing drive, Temple faculty and staff can

Community (Annual Event)	donate lightly used men’s and women’s professional clothing at bins located around campus. Among the items collected are dress shirts, slacks, skirts, suits, ties, purses, belts, scarves and other items appropriate in a professional setting. Men’s clothing has been donated to the Philadelphia-based National Comprehensive Center for Fathers (NCCF). Headquartered in Center City, the organization’s “Work ‘n’ Style” program dresses more than 2,000 men for professional opportunities each year. Women’s donations are provided to Dress for Success, an international not-for-profit organization that offers a similar service for disadvantaged women.
Support of Neighborhood Schools	Philadelphia high schools in need of improvement will be getting the principals they need to make them successful thanks to a new project involving Temple University’s College of Education. Through a \$3.1 million grant from the U.S. Department of Education, the School District of Philadelphia has created the Philadelphia School Leadership Project, one of 22 similar projects nationwide to support the development, enhancement, or expansion of innovative programs to recruit, train, and mentor aspiring principals and assistant principals for schools in need. The collaborators on the project include The Institute for Schools and Society (ISS) at the College of Education, the National Association of Secondary School Principals, the School District of Philadelphia and Lehigh University’s Center for Developing Urban Educational Leaders. The ultimate goal is to provide the School District of Philadelphia with highly qualified and committed principals for high schools that have been designated for School Improvement or Corrective Action under the federal No Child Left Behind law.
Computer Services Equipment Recycling Program	Since its inception, the Computer Recycling Center has recycled thousands of computers, avoiding the need to dispose of electronic equipment in landfills. The reuse which the Center has facilitated has also helped to reduce energy consumption, conserve natural resources and prevent the emission of greenhouse gases which are attributed to climate change. Students benefit from access to computers at reduced costs and many are donated to schools and community organizations. In 2009, the Computer Recycling Center was one of the winners of the Environmental Achievement Award from the Environmental Protection Agency's mid-Atlantic region.
North Philadelphia Art Alliance	In 2009 the interim director of exhibits at the Tyler School of Arts decided to create an organization to help increase the visibility of the arts in north Philadelphia. Armed with first-hand knowledge of the talent and creativity that resides in the areas surrounding Temple, she founded the North Philadelphia Arts and Cultural Alliance. The collaboration brings together the diverse arts and cultural organizations in the areas surrounding Temple to share resources and

	collectively promote the district as a destination for cultural, visual and performing arts. To date, the organization has helped foster creative collaborations between artistic groups in the area, and has shown to be effective in raising the overall profile of North Philadelphia arts.
Center for Social Policy and Community Development (CSPCD)	Temple University's Center for Social Policy and Community Development advances the academic and social impact of the College of Health Professions and Social Work by facilitating access to resources and opportunities for vulnerable and under-served individuals and communities. As a catalyst for social change, CSPCD partners with faculty, students and the social service community by providing leadership and achieving results in advocacy, direct Services, education and research.
CSPCD -- Employment Readiness Programs	The Workforce Development Unit (part of the CSPCD) provides effective Employment and Training services to Philadelphia residents, targeting the unemployed and underemployed population that have traditionally been under served such as single parents, non-custodial parents, teen parents, youth and adults with low literacy. The goal of Employment and Training programs is to assist these populations in attaining social and economic self-sufficiency for themselves and their families through Advocacy, Direct Services, Education, Research and Evaluation, Planning and Program Development.
IDEAL -- Procurement and Business Relations	<p>The mission of Procurement and Business Relations is to provide leadership, direction and focused support for the implementation of effective procurement techniques and business practices to positively advance and reinforce diversity and multiculturalism themes throughout the Temple University community.</p> <p>IDEAL is interested in increasing economic inclusion opportunities for area businesses and is available to meet and discuss these opportunities with anyone interested in doing business with Temple University.</p>

A. HEALTH & WELLNESS

Temple is dedicated to providing access to high quality, low cost healthcare to our neighbors. Through community partnerships, Temple's medical institutions serve thousands of patients each year across the city of Philadelphia and the Commonwealth of Pennsylvania.

Initiative	Description
Kornberg School of Dentistry: Dental Public Health	Temple's dental school is home to the busiest dental clinic in the city of Philadelphia, serving approximately 100,000 patients annually.

Outreach	Additionally, the school of Dentistry’s students and faculty spend more than 13,000 hours a year in the community, offering free screenings at schools and churches and holding and attending neighborhood health fairs.
Kornberg School of Dentistry:  Outpatient Clinic among Initiatives that Extended Dental School’s Service	<p>Several new Kornberg School of Dentistry initiatives expanded the delivery of oral healthcare in Philadelphia’s underserved communities.</p> <p>The initiatives included establishing an outpatient community dental clinic at the school; creating a Master of Public Health degree track with the College of Health Professions and Social Work to train dentists to promote community health; and enhancing the pediatric dentistry program and its community outreach. Three federal grants from the Health Resources and Services Administration, which is part of the U.S. Department of Health and Human Services, fund the implementation of the new efforts.</p> <p>“This will be the first program in the country where we are combining education in clinical dentistry with public health,” said Kornberg School of Dentistry Dean Amid Ismail, who received a five-year, \$2.17 million grant in 2010 to establish the new outpatient community dental clinic, which will serve as a model for the practice of dental care in urban areas.</p>
The School of Podiatric Medicine	Through the Foot and Ankle Institute, the School of Podiatric Medicine conducts community education and outreach promoting foot care for patients with diabetes. The goal is to increase overall health and wellness and reduce foot-related complications that can result from diabetes.
College of Health Professions: Community Health Services	Through Temple’s nursing program, the College of Health Professions and Social Work provides numerous community outreach and education programs targeted at improving the health and wellbeing of our neighbors. These programs focus on environmental health concerns and the health of women and children.
Temple Family and Community Medicine	The Department of Family and Community Medicine maintains a clinical practice on the Temple University Health Sciences Campus and participates in clinical and educational research. Additionally, the department is involved in a number of community outreach programs throughout the North Philadelphia area.

B. ADDITIONAL COMMUNITY SERVICES

Initiative	Description
Community access to Paley Library	As a publicly assisted institution Temple University Libraries serve the local community to the fullest extent practical. Online access to the research record, including research performed with tax dollars, is not usually available to the general public except on a walk-in basis in research libraries. For that reason, our licenses for scholarly databases almost always permit walk-in access to these resources. Additionally, our status as a Federal Depository Library requires us to provide public access to the government information we receive as members of the depository program. Attached at the end of this section is a copy of our Guidelines for Guest and Alumni Access to Computers and Online Databases in Temple University Libraries.
Educational Opportunities for Retired Persons: Osher Lifelong Learning Institute (OLLI)	The Osher Lifelong Learning Institute at Temple University (OLLI) was founded more than 30 years ago, and at the time was entitled Temple Association for Retired Professionals (TARP). The organization was founded primarily for those people who have retired from their regular lines of work and want to keep on learning. Sponsored by Temple University, the organization boasts a lively, no-pressure learning environment in which students take a variety of courses in fields.

IV. PROGRAMS PREPARING OUR GRADUATES

As an institution of higher education, Temple University contributes to workforce diversity through recruitment, admission, and preparation of a diverse student population. Temple students graduate with bachelor’s degrees, master’s and doctoral degrees, and professional degrees.

A. STUDENT SUPPORT & ACHIEVEMENT

Initiative	Description
The Ronald McNair Post-Baccalaureate Achievement Program	<p>The Ronald McNair Post-Baccalaureate Achievement Program provides undergraduate students with the opportunity to explore university teaching and research while they prepare for future graduate school enrollment.</p> <p>Named after Ronald McNair, one of the first African American astronauts, the program is designed to increase the number of students in doctoral degree programs who are low-income and first generation undergraduates or from groups traditionally underrepresented in graduate education, particularly African Americans, Latino Americans, and Native Americans/Alaska</p>

	<p>Natives.</p> <p>The McNair program is funded by a grant from the United States Department of Education. The program is housed in the Russell Conwell Educational Services Center division of Student Affairs, with support from the Office of the Vice Provost for Undergraduate Studies.</p>
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### **INTERNAL AUDIT AND REPORTING SYSTEM**

In compliance with the requirement for internal auditing, reports are regularly secured by the Office of Equal Opportunity Compliance, with assistance from Human Resources on

1. Current employment by sex, race, job classification and salary or wage level, by department and sub department throughout the University.
2. Availability of women and minority persons and identification of areas of under-utilization.
3. Establishment and implementation of hiring and promotion goals and timetables for expanding opportunities for women and minorities.
4. Sources of referrals and hires.
5. Applicant flow, job offers, new hires, transfers, promotions and tenure awards, and terminations.

The utilization analyses for their areas of responsibility are reported to the Provost, Vice Presidents, Deans, and to Human Resources so that goals may be targeted in recruitment and hiring.

By monitoring employment data and complaints of discrimination, the Office of Equal Opportunity Compliance can determine whether the University's policies of nondiscrimination and affirmative action are being carried out and the degree to which Temple is attaining its goals.

If this internal audit reveals that the performance of a University budget unit is unsatisfactory, the Office of Equal Opportunity will work with Human Resources, Institutional Diversity, and the appropriate executive officer, dean, chairperson, director or supervisor to achieve satisfactory corrective action. If this should not be effective, the Office of Equal Opportunity Compliance will submit corrective recommendations to the President.

AFFIRMATIVE ACTION PROGRAM FOR THE  
**EMPLOYMENT OF PERSONS WITH DISABILITIES**

It is the policy of Temple University to extend equal employment opportunity to qualified persons with disabilities. Provided that his/her disability poses no bar to performance of the essential functions of the position, no person will be refused the opportunity to apply for employment solely because of the disability, nor will such application be acted upon unfavorably solely because of the disability. Furthermore, Temple University is committed to making reasonable accommodation for the physical and mental limitations of applicants and employees with disabilities who are otherwise qualified to fill University positions. This section of the Affirmative Action Program will assure that the University is in compliance with Section 503 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

Persons with disabilities can become an integral part of the University's work force. Sensitivity to the special needs of persons with disabilities, along with good faith in executing policy, will ensure that individuals with disabilities are provided with equal opportunity to compete and qualify for employment. As part of its affirmative action program the University has taken steps to ensure that the campus work place is accessible to applicants and employees with disabilities. It is the University's intent to meet the continual commitment to persons with disabilities under our affirmative action obligation as a federal contractor and subcontractor.

I. **RESPONSIBILITY FOR ADMINISTRATION AND IMPLEMENTATION**

The ultimate responsibility for affirmative action rests with the President. The President has assigned to the Provost, Vice Presidents, Deans, Directors, Department Chairpersons, Budget Unit Heads and Supervisors line responsibility for execution and continued adherence to the Affirmative Action Program of the University. The obligation with respect to affirmative action for employees with disabilities is a part of that line responsibility and will be fulfilled and monitored consistent with the spirit and intent of the Affirmative Action Program.

II. **DISSEMINATION OF INFORMATION**

The University's policy of equal employment opportunity, including the employment of qualified persons with disabilities, is published to all Deans, Department Chairpersons, Directors and other appropriate personnel, and promulgated to recruiting sources and prospective employees.

A. Notice of the University's commitment to equal employment opportunity, including the employment of qualified individuals with disabilities, is published by Human Resources periodically to the University community.

- B. Periodic meetings of executive management include review and updates of the equal opportunity policy and the Affirmative Action Program for the Employment of Persons with Disabilities.
- C. During student orientation and initial administrative meetings with new staff or faculty, affirmative action programs and non-discrimination policies of the University are reviewed in appropriate detail.

### III. ACTION REQUIRED

The University's commitment to equal employment opportunity for persons with disabilities includes but is not limited to the following action:

- A. Review of recruitment and retention practices by Budget Unit Heads, Human Resources, and the offices of Equal Opportunity Compliance and Institutional Diversity to ensure that qualified persons with disabilities are employed and have opportunity to advance in employment.
- B. Advertisement of employment opportunities appropriately indicates that Temple University actively recruits persons with disabilities for positions listed.
- C. Compensation to persons with disabilities is equitable and determined without regard to disability benefits or pensions that employees with disabilities may receive from other sources.
- D. Assistance with the accommodation of employees by managers and supervisors throughout the University.

### IV. EMPLOYMENT

Temple University is a government contractor subject to Section 503 of the Rehabilitation Act of 1973, which requires government contractors to take affirmative action to employ and advance in employment qualified persons with disabilities. Temple is also subject to the Americans with Disabilities Act of 1990.

- A. Applicants for employment who have a disability will be considered on the basis of their qualifications, which will be evaluated according to performance requirements of the position for which the applicants are being considered.
- B. The education and work records of persons with disabilities will be reviewed by Human Resources, as required by the affirmative action regulations of the U.S. Department of Labor, to ensure that persons with disabilities are being utilized to their fullest capacity.

- C. When a new position is created or a vacated position is filled, the Director of Compensation will review the job description to ensure that qualification requirements are job related and consistent with business necessity and the safe performance of the job.

V. TRAINING

Temple University's employee training programs will not discriminate against persons with disabilities.

VI. RECRUITMENT

For the purposes of recruiting persons with disabilities, Human Resources enlists the assistance and support of all recruiting sources, including but not limited to state employment services, state vocational rehabilitation agencies, state educational agencies, labor organizations and social service organizations serving persons with disabilities. The University regularly sends job openings to agencies such as hireABility, Special People in Northeast (SPIN, Inc.), the Pennsylvania Department of Labor and Industry Office of Vocational Rehabilitation, and CATCH (Citizens Acting Together Can Help) Inc., In addition, through CareerBuilder, the University has listed job openings with organizations such as DisabilityJobs.

VII. FACILITIES

Temple University adheres to the laws providing for access to public buildings by persons with disabilities.

VIII. COMPLAINT PROCEDURES

The complaint procedure for persons with disabilities will be the procedure appropriate to the individual complainant's job classification and the same as that for all employees in the job classification.

IX. TEMPLE UNIVERSITY'S DISABILITY RESOURCES AND SERVICES

The services available or coordinated through Disability Resources and Services, Human Resources, Computer Services and Facilities Management have enabled the University to make reasonable accommodations and to provide campus accessibility for employees and students with disabilities.

X. INVITATION TO SELF-IDENTIFY

The Invitation to Persons with Disabilities to Self-Identify is posted at [www.temple.edu/eoc](http://www.temple.edu/eoc).

AFFIRMATIVE ACTION PROGRAM FOR THE  
**EMPLOYMENT OF COVERED VETERANS**

It is the policy of Temple University to extend equal employment opportunity to qualified armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans. This section of the Affirmative Action Program assures University compliance with Section 402 of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended.

I. **RESPONSIBILITY FOR ADMINISTRATION AND IMPLEMENTATION**

The ultimate responsibility for affirmative action rests with the President. The President has assigned to the Provost, Vice Presidents, Deans, Directors, Department Chairpersons, Budget Unit Heads and Supervisors line responsibility for execution and continued adherence to affirmative action policies of the University. The obligation with respect to affirmative action for armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans is a part of that line responsibility and will be fulfilled and monitored consistent with the spirit and intent of the Affirmative Action Program.

II. **DISSEMINATION OF INFORMATION**

The University's policy of equal employment opportunity, including employment of armed forces service medal veterans, disabled veterans, and other protected veterans, is published to all Deans, Department Chairpersons, Directors and other appropriate personnel, and promulgated to recruiting sources and prospective employees.

- A. Notice of the University's commitment to equal employment opportunity, including the employment of armed forces service medal veterans, disabled veterans, and other protected veterans is published by Human Resources periodically to the University community.
- B. Periodic meetings of executive management include review and updates on the equal opportunity policy and the Affirmative Action Program for the Employment of Covered Veterans.
- C. During student orientation and initial administrative meetings with new staff or faculty, affirmative action programs and non-discrimination policies of the University are reviewed in appropriate detail.

III. **ACTION REQUIRED**

The University's commitment to equal opportunity for armed forces service medal veterans, disabled veterans, and other protected veterans includes but is not limited to the following action:

- A. Review of recruitment and retention practices by Budget Unit Heads, Human Resources, and the offices of Equal Opportunity Compliance and Institutional Diversity to ensure that qualified armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans are employed and have opportunity to advance in employment.
- B. Advertisement of employment opportunities appropriately indicates that Temple University actively recruits armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans for positions listed.
- C. Compensation to armed forces service medal veterans, disabled veterans, recently separated veterans, and other disabled veterans is equitable and determined without regard to disability benefits or pensions these veterans may receive from other sources.

#### IV. EMPLOYMENT

Temple University is a government contractor subject to Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended, which requires government contractors to take affirmative action to employ and advance in employment qualified armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans.

- A. Armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans applying for employment will be considered on the basis of their qualifications, which will be evaluated according to the performance requirements of the position for which the applicants are being considered.
- B. The education and work records of disabled veterans will be reviewed by Human Resources, as required by the affirmative action regulations of the U.S. Department of Labor, to ensure that these employees are being utilized to their fullest capacity.
- C. When a new position is created or a vacated position is filled, the Director of Compensation will review the job description to ensure that qualification requirements are job related and consistent with business necessity and the safe performance of the job.

V. TRAINING

Temple University's employee training programs will not discriminate against armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans.

VI. RECRUITMENT

For the purposes of recruiting armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans, Human Resources enlists the assistance and support of all recruiting sources, including but not limited to state employment services, state vocational rehabilitation agencies, state educational agencies, labor organizations and social service organizations serving veterans. For example, Human Resources regularly sends job openings to agencies such as the Defense Logistics Agency Defense Supply Center Philadelphia.

The Temple Veterans Association (TVA), organized on the initiative of enrolled veterans, assists student veterans with continuing education, veteran benefits, and career advancement; assists the University in recruiting veterans; and provides a support group for Temple veterans.

VII. FACILITIES

Temple University adheres to the laws providing for access to public buildings by persons with disabilities.

VIII. COMPLAINT PROCEDURE

The complaint procedure for armed forces service medal veterans, disabled veterans, recently separated veterans, and other protected veterans will be the procedure appropriate to the individual complainant's job classification and the same as that for all employees in the job classification.

IX. DEFINITIONS

A. ARMED FORCES SERVICE MEDAL VETERAN

Armed forces service medal veterans include any veteran who, while serving on active duty in the Armed Forces, participated in a United States military operation for which a service medal was awarded pursuant to Executive Order 12985.

B. DISABLED VETERAN

Disabled veterans include any veteran of the U.S. military, ground, naval, or air service who: (1) is entitled to compensation, or who but for the receipt of military

retired pay would be entitled to compensation under the laws administered by the Secretary of Veterans Affairs, or (2) was discharged or released from active duty because of a service-connected disability.

C. RECENTLY SEPARATED VETERAN

Recently separated veterans include any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

D. OTHER PROTECTED VETERAN

Other protected veterans means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.