



# CCSU

# AFFIRMATIVE ACTION PLAN

## Executive Summary

### Abstract

The Affirmative Action Plan (AAP) is a comprehensive, result-oriented set of procedures and programs that details the University's strategy to eliminate discrimination, set forth a good faith effort to attain hiring, promotional, and programmatic goals and to achieve equal opportunity.

Office of Diversity and Equity

CCSU is an Affirmative Action and Equal Opportunity Employer and Educator.

## EXECUTIVE SUMMARY

The Office of Diversity and Equity has completed the University's Affirmative Action Plan (AAP) per the Connecticut General Statutes 46a-68. The AAP is a comprehensive, result-oriented set of procedures and programs that details the University's strategy to eliminate discrimination, set forth a good faith effort to attain hiring, promotional and programmatic goals and to achieve equal opportunity.

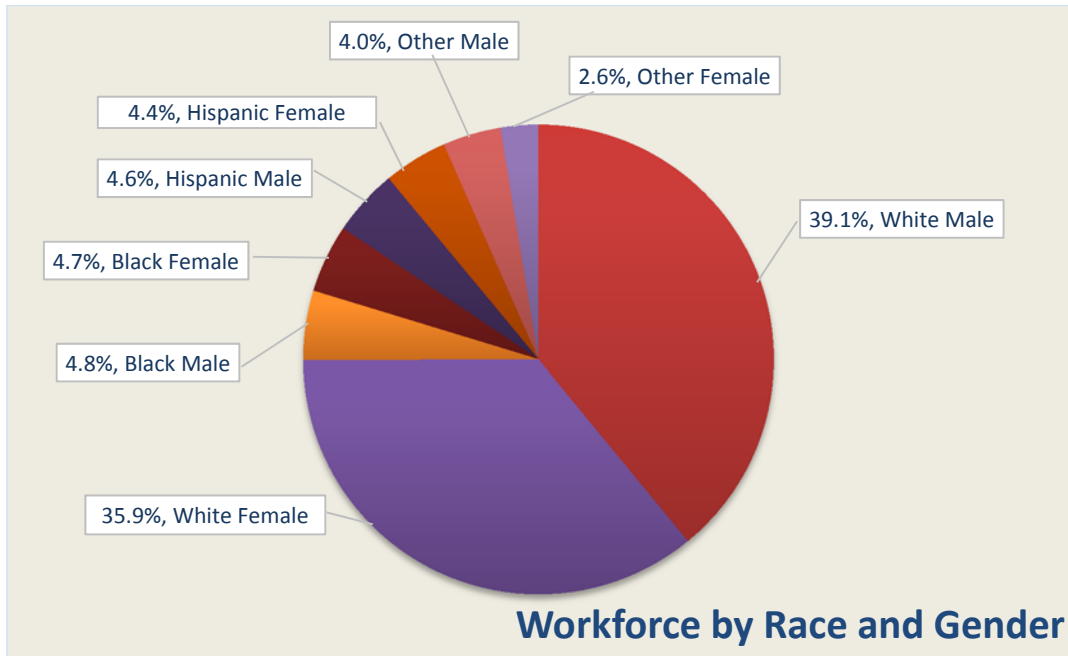
The plan is submitted annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the plan within 90 days to ensure that it contains all required elements and it is in compliance. The 2015 Plan was approved by the CHRO, based on CHRO Reviewer Neva Vigezzi's recommendation. No weaknesses were identified in this plan.

CCSU Full-time Workforce Statistics Table

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
<b>Executive Management</b>	36	20	16	14	14	5	0	1	2	0	0	
		55.6%	44.4%	38.9%	38.9%	13.9%	0.0%	2.8%	5.6%	0.0%	0.0%	
<b>Faculty</b>	462	273	189	204	149	20	13	14	10	35	17	
		59.1%	40.9%	44.2%	32.3%	4.3%	2.8%	3.0%	2.2%	7.6%	3.7%	
<b>Professional Non-Faculty</b>	223	94	129	75	99	8	12	9	14	2	4	
		42.2%	57.8%	33.6%	44.4%	3.6%	5.4%	4.0%	6.3%	0.9%	1.8%	
<b>Clerical Secretarial</b>	97	10	87	3	60	3	16	3	10	1	1	
		10.3%	89.7%	3.1%	61.9%	3.1%	16.5%	3.1%	10.3%	1.0%	1.0%	
<b>Technical Para Professional</b>	17	7	10	4	5	0	2	3	1	0	2	
		41.2%	58.8%	23.5%	29.4%	0.0%	11.8%	17.6%	5.9%	0.0%	11.8%	
<b>Skilled Crafts</b>	12	11	1	11	1	0	0	0	0	0	0	
		91.7%	8.3%	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Service Maintenance</b>	72	60	12	47	8	5	0	8	4	0	0	
		83.3%	16.7%	65.3%	11.1%	6.9%	0.0%	11.1%	5.6%	0.0%	0.0%	
<b>Protective Services</b>	20	18	2	9	1	4	1	5	0	0	0	
		90.0%	10.0%	45.0%	5.0%	20.0%	5.0%	25.0%	0.0%	0.0%	0.0%	
<b>TOTALS</b>	939	493	446	367	337	45	44	43	41	38	24	
		100.0%	52.5%	47.5%	39.1%	35.9%	4.8%	4.7%	4.6%	4.4%	4.0%	2.6%

Faculty special appointments, University Assistants and Emergency hires and graduate interns are not included in the full-time workforce. With the exception of the Workforce Table the coaching category is analyzed separately.

Workforce by Race and Gender Chart



ANALYSIS OF GOALS FOR 2015-2016

**Hiring Goals**

For this reporting period, CCSU established eighty-four (84) hiring goals and experienced sixty-eight (68) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, and Assistant Professor, Coaching, Professional Non-Faculty, Clerical all titles, Administrative Assistant, Secretary 2, Service Maintenance All Titles (excluding custodians), and Custodians.

Since goal achievement cannot take place in categories where hiring did not occur, seventeen (17) goals attributable to the categories of Professor [one (1) goal], Technical Paraprofessional [Six (6) goals], Skilled Crafts [three (3) goals]; and, Protective Services [seven (7) goals] could not be achieved.

Therefore, only sixty-seven (67) of the eighty-four (84) established goals were identified as achievable goals. Of the sixty-eight (68) hires that occurred during this reporting period, nineteen (19) or twenty-eight percent (28%) of all hires, met established reachable hiring goals.

Hires Table

This table includes only categories where hiring occurred; excludes Professor, Technical Para Professional, Skilled Crafts, Custodians and Protective Services.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	1	6	1	17%
Faculty	26	19	8	42%
Coaching	8	6	2	33%
Professional Non-Faculty	15	15	5	33%
Other Staff (Classified)	18	21	3	14%
<b>Total</b>	<b>68</b>	<b>67</b>	<b>19</b>	<b>28%</b>

Additionally, in its commitment to diversity the University hired twenty-six (26) members of underrepresented groups\* that did not meet established goals:

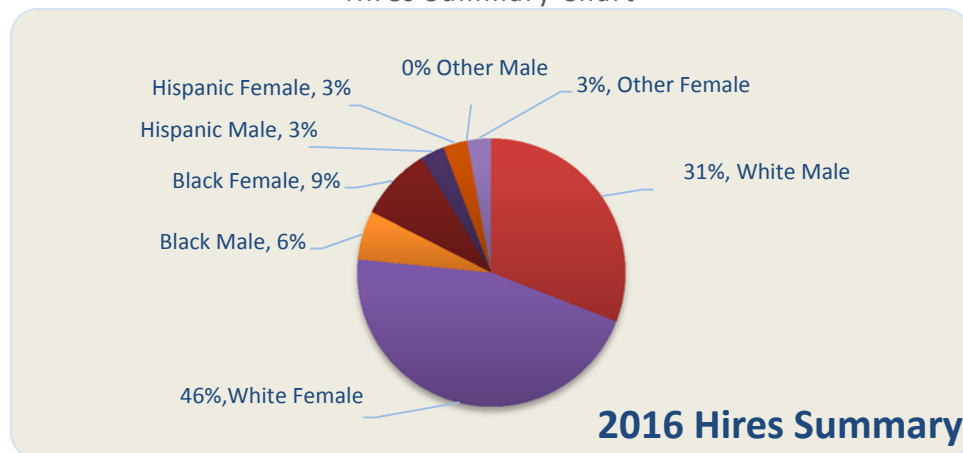
- Six (5) diverse hires in the **Associate Professor** category: Five (5) White females.
- Five (5) hires in the **Assistant Professor** category: Three (3) White females; One (1) Black female, and One (1) Other female.
- Three (3) diverse hires in the **Coaching** category: Two (2) White females and One (1) Black male.
- Nine (9) diverse hires in the **Professional/Non-faculty** category: Seven (7) White females; and, Two (2) Hispanic males.
- Two (2) diverse hires in the **Secretarial All Titles** category: Two (2) Black females.
- Two (2) diverse hires in the **Secretary 2** category: One (1) Black female and One (1) Hispanic female.

\*White Female hires in the categories of Clerical, all titles; Administrative Assistant; and Secretary 2 were not identified as diverse candidates as they are overly represented in these categories.

In all, forty-five (45) out of the sixty-eight (68), or sixty-six (66%), were either goal candidates or candidates from historically underrepresented groups including White females in non-clerical positions. The table and chart below gives an overview of hires by race and gender.

EEO Category	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	Total
Executive	0	1	0	0	0	0	0	0	1
Assistant Professor	7	10	0	1	0	0	0	2	20
Associate Professor	1	5	0	0	0	0	0	0	6
Coaching	3	2	3	0	0	0	0	0	8
Prof. Non-faculty	6	7	0	0	2	0	0	0	15
Secretarial All	0	2	0	3	0	0	0	0	5
Admin. Assistant	0	0	0	1	0	0	0	0	1
Secretary 2	0	4	0	1	0	2	0	0	7
Service Maintenance	3	0	1	0	0	0	0	0	4
Custodians	1	0	0	0	0	0	0	0	1
<b>Total</b>	<b>21</b>	<b>31</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>68</b>
Percentage	31%	46%	6%	9%	3%	3%	0%	3%	

Hires Summary Chart



## Promotional Goals

For this reporting period, the university established twenty-three (23) promotional goals.

During the reporting period, the University promoted forty-seven (47) employees between EEO categories. In all, twenty-four (24) out of the forty-seven (47) of these promotions, or fifty-one (51%) percent, were either goal candidates or candidates from historically underrepresented groups, including White females in non-clerical positions.

### Summary of Promotions

Promotions in the faculty category are self-directed; therefore, goal achievement can be measured against those who apply for promotion.

#### Promotions to Executive Managerial

The University achieved the One (1) White female goal with the promotion of the Chief Information Officer.

#### Promotions to Professor

**There were fourteen (14) faculty members who applied for promotions to Professor:** Six (6) White males; Four (4) White females; One (1) Hispanic male; Two (2) Other males; and One (1) Other female.

Eleven (11) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Five (5) White males; Four (4) White females; One (1) Hispanic male; and One (1) Other female. Of the Eleven (11) promotions that occurred in this category, the University achieved four (4) White female established promotional goals.

- One (1) White male non-goal candidate and Two (2) Other male goal candidates, were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

**Thus, out of the six (6) applicants who were goal candidates, the University achieved four (4) goals: Four (4) White females.**

Of the eleven (11) promotions that occurred in the professor category, the university achieved four (4) established goals or thirty-six percent (36%). **Of these promotions, six (6) promotions or fifty-five percent (55%) were either goal or diverse candidates including White females.**

#### Promotions to Associate Professors

There were nine (9) faculty members who applied for promotions to Associate Professor: Four (4) White males; Three (3) White females; One (1) Black male; and One (1) Other female. Five (5) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Two (2) White males; One (1) White female; One (1) Black male; and One (1) Other female. Of the Five (5) promotions that occurred in this category, the University achieved one (1) Black male and one (1) Other female established promotional goals.

- Two (2) White males and Two (2) White females non-goal candidates were denied promotion because they failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

**Thus, out of the two (2) applicants who were goal candidates, the University achieved two (2) goals: One (1) Black male and One (1) Other female.**

Of the five promotions that occurred in the associate professor category, the university achieved two (2) established goals or forty percent (40%). **Of these promotions, three (3) or sixty percent (60%) were either goal or diverse candidates.**

## Hiring and Promotional Goals for 2016-2017

It has established hiring and/or promotional goals to remedy the underutilization of protected classes identified in the utilization analysis. Hiring goals are established for jobs usually filled through original appointment and promotional goals are for jobs filled through an internal promotional appointment. The objective of hiring and promotional goals is to reach parity with the availability base of protected groups in relevant labor market areas.

A “goal” is a hiring or promotion objective, which the University must strive to obtain by demonstrating every good faith effort. Goals are set to remedy the underutilization of minorities and women in the workforce and must be established within a time frame designated as short term (one year or less) or long term (more than a year, but not more than five).

The University has set its goals to be meaningful, measurable and reasonably attainable. It is important to note, however, that state re-employment lists, SEBAC rights and union contracts relating to transfers from other agencies are in effect and the University must consider those candidates, if they qualify, for specific vacancies.

An analysis of all hiring and promotional goals is distributed on a regular basis to the President, the Vice Presidents, Chief Officers, Deans, Directors, Union Presidents and Minority Committee Chairs, managers, and supervisors. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>.

However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

## Historical Updates

- After consultation with the CHRO reviewer on March 6, 2013, the University has removed all coaching titles out of the faculty category and created a separate EEO category (coaching) and a separate analysis was conducted in all numerical sections of the plan.
- When new faculty hires have not completed their terminal degrees, they are hired at the instructor level until they obtain the degree required; therefore, after consultation with the CHRO reviewer on March 6, 2013, the Instructor category has been consolidated into the Assistant Professor category.
- In the 2013 AA Plan review, this section was found to be in compliance with the AA Regulations. After consultation and receipt of technical assistance on June 6, 2014, regarding section 46a-68-40, utilization analysis, the category of Protective Services has been modified solely based on EEO category designation and not numerical analysis. The category of Protective Services has been taken out of the EEO 7 category and separated into its own category.
- In the 2016 submission, ODE, in consultation with CHRO, consolidated the Administrative Assistant category analysis into the clerical all titles category. For the past four submissions there have been fewer than 25 administrative assistant positions. In the 2016 submission, there were less than 20. It is unlikely this rank will reach the 25 titles or more to warrant a separate analysis.

## HIRING AND PROMOTION GOALS

Based on the Section 46a-68-40, Utilization Analysis, the University has established the following hiring and promotion goals for the period of August 1, 2016 through July 31, 2017.

**EXECUTIVE/ADMINISTRATIVE**

**Hiring**

1 White Female  
2 Black Females  
1 AAIANHNPI Male  
1 Other Female

**Promotional**

None

**FACULTY**

**PROFESSOR**

**Hiring**

1 White Female

**Promotional**

12 White Females  
7 AAIANHNPI Males

**ASSOCIATE PROFESSOR**

**Hiring**

1 Black Male  
3 Black Females  
2 Hispanic Females  
1 AAIANHNPI Female

**Promotional**

2 Black Females  
1 Hispanic Female  
1 AAIANHNPI Female

**ASSISTANT PROFESSOR**

**Hiring**

1 White Male  
3 White Females  
2 Hispanic Males  
1 AAIANHNPI Female

**Promotional**

None

**COACHING**

**Hiring**

2 Black Females  
1 Hispanic Male  
1 Hispanic Female  
1 AAIANHNPI Male

**Promotional**

None

**PROFESSIONAL/NON-FACULTY**

**Hiring**

3 White Males  
2 Black Females  
4 AAIANHNPI Males  
3 AAIANHNPI Females

**Promotional**

None

**SECRETARIAL CLERICAL (Excluding SECRETARY 2)**

**Hiring**

5 White Males  
1 AAIANHNPI Female

**Promotional**

1 Hispanic Female

**SECRETARIAL CLERICAL/SECRETARY 2**

**Hiring**

1 White Female  
1 Black Male

**Promotional**

None

**TECHNICAL/PARAPROFESSIONAL**

**Hiring**

3 White Females  
1 Black Male  
1 Hispanic Female

**Promotional**

None

**PROTECTIVE SERVICES**

**Hiring**

4 White Males  
1 White Female  
1 Hispanic Female

**Promotional**

None

**SKILLED CRAFTS**

**Hiring**

1 Black Male  
1 Hispanic Male

**Promotional**

None

**SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)**

**Hiring**

1 White Female

**Promotional**

1 White Female



**Hiring**

1 Hispanic Male  
 2 Hispanic Females  
 1 AAIANHNPI Male

**Promotional**

1 Hispanic Male

**SERVICE MAINTENANCE/CUSTODIANS****Hiring**

3 Black Males  
 2 Black Females  
 1 Hispanic Male  
 1 AAIANHNPI Male

**Promotional**

None

**Program Goals**

The University has established program goals pursuant to analyses conducted in **Section 46a-68-87, Identification of Problem Areas** in order to remove any disparity or adverse impact on the race/sex group members in the respective occupational categories.

The University's programs will be meaningful, measurable and reasonable attainable and consistent with Section 46a-68-92—Good Faith Efforts.

While the University did not identify any significant employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons, it did identify areas that need to be further explored in the recruitment of service maintenance and skilled craft. If disparities occur, the University will initiate a goal to remove such impact.

**Recruitment and Equitable Search Process**

In the Professional Non-faculty category, ODE will consult with hiring managers to determine when an affirmative action search should be utilized to fill a vacancy. This is not an official goal; however, will be a standing practice for all SUOAF bargaining positions.

In the Service Maintenance, when the position does not require State of Connecticut examinations, the University will expand and identify new advertising and recruitment sources. Additionally, the custodian and skilled craft are also areas that need improvement in their diversification of applicants.

The University has considered alternatives in addition to those already outlined above to eliminate any problem areas identified in the **Identification of Problem Areas** section.

**Other Program Goals**

The University did not identify any employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons. The University will, however, continue to take a critical look at its employment processes and if disparities occur, the University will initiate a goal to remove such impact and improve the processes.

As Program Goals for the plan year 2015-2016, in order to foster a campus climate of tolerance and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

**1. Recruitment & Equitable Search Process Continued**

- **Re-established:** Develop a process to collect demographic applicant data on the internal search process for SUOAF positions in the Professional Non-Faculty Category, as outlined in the SUOAF-AFSCME Collective Bargaining Agreement. The Office of Human Resources will update the search and hiring manual to reflect this new process. While ODE has been successful in obtaining the demographic information as well as posting information on these internal searches; the manual has not been updated to reflect this process. During this reporting period, ODE will work with Human Resources and the SUOAF Union to establish protocols to ensure this internal process meets the requirements of the AA regulations.
- ODE will conduct a formal review of the diversity of applicants for positions filled through the SUOAF internal search process to determine if any barriers exist for applicants of color, women or the disabled.

**Completion Date: July 2016**

**Responsible Person:** Chief Diversity Officer and Chief Human Resources Officer

## **2. Promotion of Equal Opportunity and Harassment-free Workplace**

### **a. Training**

- ODE will conduct two training sessions specifically targeting hiring managers, search committee chairs and search committee members. This training will focus on implicit bias and equitable hiring/recruitment standards.
- **Re-established:** To meet Clery Act requirements, identify campus security authorities (CSA), provide training and develop online Clery reporting form. While CSA's have been identified the training was rolled out in fall 2016. During this period, we intend to ensure all identified parties have completed the online module on Clery reporting requirements. ODE, in collaboration with the Chief Administrative Officer will continually review staff to determine if additional staff need to be added to the university's CSA listing.
- ODE will coordinate a structured training program for the members of the newly established employee advisory committee. The fall 2016 training will focus on the AA regulations and the establishment of hiring and promotional goals and also implicit bias.

**Completion Date: July 2016**

**Responsible Person:** Chief Diversity Officer; Associate in Diversity and Equity, Chief Human Resources Officer; Provost; Victim Advocate; Vice President of Student Affairs, Chief Administrative Officer

### **b. Employee Climate Survey**

- ODE in partnership with the Office of Victim Advocacy and Human Resources will lead a staff wide climate survey to address gender based discrimination (including sexual harassment).

**Completion Date: July 2016**

**Responsible Person:** Chief Diversity Officer; Chief Human Resources Officer; Provost; Victim Advocate; Vice President of Student Affairs

### **c. Complaint Database**

- ODE has contracted with a cloud-based complaint management database. During the reporting period ODE will complete the implementation. This will assist ODE in ensuring timely compliance with all protected class investigations, as well as, with Title IX reporting procedures. This system will increase ODE's potential for analyzing complaint data. Lastly, this database will

improve ODE's case management and timely notations to files as we will be able to track on an on-going basis every point of contact made for a case record.

**Completion Date: July 2016**

**Responsible Person:** Chief Diversity Officer; CCSU Victim Advocate; Associate in Diversity and Equity

**Cooperation with Other Agencies**

When the cooperation of another agency is essential to the implementation of a program goal, CCSU will maintain a record of each instance of contact with the agency and the outcome of the request.