

GOALS ANALYSIS

46a-68-90

August 1, 2015 through July 31, 2016

All activity that was undertaken to achieve the hiring, promotion, upward mobility, and program goals, contained in the previous plan, is reported in this section of the Affirmative Action Plan (AAP). Each goal is addressed separately, and the discussion of any action taken in furtherance thereof is detailed and complete.

The University utilizes a search process to fill all positions in the executive/administrative, faculty, and professional/non-faculty occupational categories. The search process comprises a significant part of the University's affirmative action efforts. The University employs the search process as a tool to help ensure that positions are filled in a non-discriminatory fashion and as a means of developing a representative pool of applicants and ultimately, a workforce, which is representative of the availability in the relevant labor markets for the disciplines. The search process is governed by affirmative action principles and its overall purpose is to hire the most qualified person for the position. Upon receipt of the applicant's applications materials, a letter acknowledging the receipt of their application is sent to each applicant. The data provided by the applicant through the Affirmative Action Online Applicant Cover Page is included in this section of the plan as a means of reporting the race and gender composition of each applicant pool.

It is the responsibility of the Chief Diversity Officer (CDO) to oversee the search process. Prior to the start of the search process, the hiring manager reviews the current job description for the position to ensure that it accurately reflects the duties and responsibilities, as well as the knowledge, skills and abilities (KSAs) for the position, and that the requirements are job-relevant. To initiate the search process, a search committee chairperson is appointed and an affirmative action search plan is developed, including a list of proposed committee members and advertisement outlets. In accordance with affirmative action policy, at least one member must be representative of a minority group. Before the review of any applicant's materials, the CDO or designee charges the entire search committee.

During the charge to the search committee, the CDO apprises the committee of the established goals to be met and reminds the committee of their affirmative action responsibilities in the search process. Throughout the process, each committee must document its honest and good-faith efforts to remove any requirement that is a barrier and would have a disproportionate impact on members of underutilized groups; recruit a diverse pool of qualified applicants; carefully and thoroughly consider the credentials of each applicant; and consistently and fairly apply the same search criteria to each applicant. The ODE must approve the composition of the search committee and the job announcement and advertisement outlets prior to the start of the search. It must also approve the list of interviewees before interviews can be scheduled, as well as the list of the candidates recommended for hire prior to the offer being made. Further, the committee is made aware of its responsibility to conduct all interviews in a fair and equitable manner. **See Supportive Materials. (See Hiring Process website at <http://www.ccsu.edu/page.cfm?p=4176>.)** At the conclusion of the search, the committee will list the candidate(s) it recommends for hire based on the candidate's qualifications.

The ODE is also responsible for overseeing the selection process to fill positions in the classified occupational categories. The Human Resources Office (HRO) pre-screens the applicant packages submitted in response to a job posting. After a thorough review of the application materials to determine if the applicant has submitted all the necessary documents and meets the required experience and training or where applicable, are on a current state certification list, the HRO prepares a form (**See Supportive Materials**) listing all eligible candidates, which is forwarded to the hiring manager as well as the ODE. This form includes the hiring goals for the particular occupational category. The

hiring manager reviews the materials sent by human resources, selects the candidates to be interviewed, and returns the completed form to the ODE for review and approval. Upon receiving approval, the hiring manager can begin the interview process. The hiring manager is responsible for conducting the interview process in a fair and equitable manner. At the conclusion of the interview process, the hiring manager will make a recommendation for hire and complete the second form (**See Supportive Materials**), which is forwarded to the ODE for review and approval before it is submitted to the HRO.

The University has made and will continue to make every good-faith effort to meet the established hiring, promotional, upward mobility, and program goals that were outlined in the relevant sections of the plan.

HIRING

CCSU posts all vacancies at <http://www.ccsu.edu/HumanResources/jobs.html>, in their respective occupational categories. In addition, the University lists all unclassified vacancies in each occupational category at www.higheredjobs.com. All classified vacancies in each occupational category are listed on the Department of Administrative Services website and many are shared with the CT Association for Diversity and Equity Professionals listserv. Additionally, during this reporting period, CCSU developed an extensive local recruitment list that has been utilized on many classified searched not requiring examination (see external communication for a copy of this list).

EXECUTIVE/ADMINISTRATIVE (EE01)

Hiring Goals

- 2 White females
- 2 Black females
- 1 Other male
- 1 Other female

1. Associate Director, Labor Relations

Selection: White Female

The University met a **White female** goal when this position was transferred from the Connecticut State Colleges and Universities system in lieu of lay-off. There were no other applicants.

FACULTY

A. PROFESSOR

Hiring Goal

- 1 White female

No hires in this category.

B. ASSOCIATE PROFESSOR

Hiring Goals

- 1 Black male
- 3 Black females
- 3 Hispanic females
- 2 Other females

1. Associate Professor - Marketing (C15-070)

Selection: White Female

Central Connecticut State University invites applications for a full-time, tenure-track Assistant/Associate Professor position in the Marketing Department beginning fall 2016. The successful candidate will teach undergraduate and graduate courses in marketing and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Marketing from an accredited university **or** a Ph.D. in a related field with significant teaching, research, and employment experience in Marketing; ABD candidates with an expected completion date of August 2016 will be considered.
- Expertise and interest in several areas of marketing such as Consumer Behavior, Marketing Research, Digital Marketing, Marketing Analytics, Marketing Strategy, International Marketing and other areas of marketing typically covered in elective courses
- Evidence of effective teaching across Marketing areas
- Evidence of a research agenda in Marketing
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Evidence of industry experience in Marketing relevant to areas of teaching
- Evidence of scholarly activities
- Experience mentoring students in marketing-related activities/projects

Candidates with experience and credentials above this level will be eligible for consideration at the rank of associate professor.

Advertisements and/or announcements were placed in Elmar, LinkedIn, the *Chronicle of Higher Education*, *Diversejobs.net*, and *higheredjobs.com*.

One Hundred and One (101) individuals applied for this position: Thirteen (13) White males; Twenty-five (25) White females; Two (2) Hispanic males; Twenty-nine (29) Other males; Twenty-six (26) Other females; three (3) Unknown males; and Three (3) Unknown females.

Fifty-Two (52) applicants were determined to be not qualified: Seven (7) White males; Nine (9) White females; One (1) Hispanic male; Eighteen (18) Other males; Fourteen (14) Other females; One (1) Unknown male; and Two (2) Unknown females.

- Of the **fourteen (14) Other females**, **three (3)** withdrew from consideration, **ten (10)** did not meet the teaching requirement and **one (1)** did not meet the degree requirement.
- The **Unknown male** did not meet the teaching requirement.
- Of the **two (2) Unknown females**, the **first** withdrew and the **second** candidate did not meet the teaching requirement.

Thirty-one (31) applicants were found to be minimally qualified: Two (2) White males; Nine (9) White females; One (1) Hispanic male; Eight (8) Other males; Eight (8) Other females; Two (2) Unknown males; and One (1) Unknown female.

- The **eight (8) Other females** did not have any industry experience.
- Of the **two (2) Unknown males**, the **first** did not meet any of the preferred qualifications and the **second** candidate did have any industry experience and no experience mentoring students.

- The **Unknown female** met the required qualifications; however, she did not have industry and mentoring experience.

Eighteen (18) applicants were determined to be qualified and were considered finalists: Four (4) White males; seven (7) White females; three (3) Other males; and Four (4) Other females.

A White female was hired for this position.

- The **selected White female** met the required and preferred qualifications. She has academic positions at variety of institutions including as assistant professor (tenure track) and visiting professor at three institutions. More recently, she has been an emergency faculty at CCSU for more than one year. She has also been a marketing practitioner for more than 20 years and has held a senior position. On the research side, she has one research publication (in sociology) and three conference presentations in the last year. During her visit, she impressed everyone with her energy, enthusiasm and her concern for students. Faculty members were also very impressed with her accomplishments with the marketing club at CCSU. Her student opinion ratings are very high (4.0 on 5 point scale) and students as engaging in the classroom.
- Of the **four (4) Other females, the first candidate declined the job offer** and the remaining **three (3)** candidates withdrew their applications from consideration.

An offer was also extended to a White female who declined.

2. Associate Professor - Accounting (C15-072)

Selection: One White Female

Central Connecticut State University invites applications for a full-time, tenure-track position in the Accounting Department. We prefer a candidate interested in teaching undergraduate and graduate courses in auditing, but all teaching interests will be considered. Candidates are expected to contribute actively and effectively to student growth, service, and scholarship while also expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications

- Doctorate in Accounting or closely related field from a regionally accredited university (ABD with a 2016 completion date will be considered)
- Two years' experience in auditing
- Professional accounting certification
- Strong potential for scholarship
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Two years of college teaching experience in accounting and/or auditing and an interest in teaching auditing
- Current CPA certification
- Manager level auditing experience

Advertisements and/or announcements were placed in the American Accountant Association website, *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Twelve (12) individuals applied for this position: Two (2) White males; Two (2) White females; Six (6) Other males; One (1) Other female; and One (1) Unknown female.

Five (5) applicants were determined to be not qualified: One (1) White male; One (1) White female; Two (2) Other males; and One (1) Other female.

- The **Other female** did not meet the two years' experience of auditing and did not list a professional accounting certification, e.g., CPA, CMA.

Four (4) applicants were found to be minimally qualified: One (1) White male and Three (3) Other males. No goal candidates in this pool.

Three (3) applicants were determined to be qualified and were considered finalists: One (1) White female; One (1) Other male; and One (1) Unknown female.

A White female was hired for this position.

- The **selected White female** met the required and preferred qualifications. She has an active research plan. She presented twice at the preeminent accounting educators conference, the American Accounting Association's (AAA) Annual Conference and twice at the Northeast Regional Meeting of the AAA. These presentations are current, occurring in 2014 and 2015, while working on her doctorate and teaching. She collaborates on her current research with accomplished researchers and her potential for scholarship appears strong. In addition, she is the second author on a paper that will be submitted to either the issues *in Accounting Education* or *Journal of Accounting Education* (both top accounting education journals) in February 2016. During her on-campus presentation, she expressed an interest in continuing with her current line of research. She maintains professional accounting credentials as a CPA in the State of Connecticut, and has extensive and current work experience in the area of need for this position, auditing. Her recent audit experience, from 2006-2013, was at the national public accounting Connecticut firm, in increasingly demanding functions, lastly as an Audit Senior Manager. Her work experience also directly relates to the position requirements and she has a strong interest in teaching auditing, a course she has taught for a number of semesters, and for two years, taught auditing full-time under an emergency appointment from Fall 2013 to Spring 2015 at CCSU. During her on-campus visit, her communication skills were very strong. Her presentation to department faculty was organized and she was accomplished in using technology. Her topic focused on evaluating character traits in accounting students and their performance in traditional, hybrid, and on-line accounting courses.
- The **Unknown female** withdrew her application from consideration.

3. Associate Professor - Finance (C15-078)

Selection: One (1) White Male and One (1) White Female

Central Connecticut State University invites applications for a full-time, tenure-track position in the Finance Department. The successful candidate will teach undergraduate and graduate finance courses and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The normal teaching load is four sections per semester with the possibility of a reduction to three sections per semester for conducting research.

Required Qualifications

- Ph.D. in Finance or a related discipline. (Finance ABD will be considered; completion of the Ph.D. is required by August 30, 2016.)
- A proven record of excellence in teaching finance courses
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Ph.D. from AACSB-accredited school
- Business work experience
- Scholarly activity in finance

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Diversejobs.net*, *higheredjobs.com*, and Financial Management Association web site.

Eight-nine (89) individuals applied for these positions: Nineteen (19) White males; Four (4) White females; One (1) Black male; Three (3) Hispanic males; Two (2) Hispanic females; Thirty-seven (37) Other males; Nineteen (19) Other females; Two (2) Unknown males; One (1) Unknown female; and One (1) Unknown/unknown.

Thirty-Three (33) applicants were determined to be not qualified: Twelve (12) White males; One (1) Hispanic male; One (1) Hispanic female; Eleven (11) Other males; Seven (7) Other females; and One (1) Unknown female.

- The **non-qualified Hispanic female** submitted an incomplete application (missing teaching evaluations).
- Of the **non-qualified Seven (7) Other females, five candidates** did not meet the degree requirement and the **last two candidates** did not have any teaching or research experience.
- The **non-qualified Unknown female** failed to submit a cover letter and resume.

Twenty-seven (27) applicants were found to be minimally qualified: Four (4) White males; Two (2) White females; One (1) Black male; One (1) Hispanic male; Eight (8) Other males; Ten (10) Other females; and One (1) Unknown male.

- The **minimally qualified Black and Unknown males** met only the required qualifications; however, the Black male had not completed any research in Finance and the Unknown male had taught only two finance courses.
- The **ten (10) minimally qualified Other females** met the required qualifications only. The **first three** had no research experience; **the fourth candidate's** research experience was limited to two conference presentations and a book chapter; and the **last six candidates** had taught less than three finance courses.

Twenty-nine (29) applicants were determined to be qualified and were considered finalists: Three (3) White males; Two (2) White females; One (1) Hispanic male; One (1) Hispanic female; Eighteen (18) Other males; Two (2) Other females; One (1) Unknown male; and One (1) Unknown/unknown.

All of the finalists met the required qualifications and had scholarly activity in Finance and taught more than three finance courses.

One (1) White male and One (1) White female were hired for these positions.

- The **selected White male** met the required qualification and the preferred qualification of having research in finance experience. For the past three (3) semesters he has been a Special Appointment at CCSU and is a Finance Doctoral student at the University of Massachusetts. At CCSU he has taught four (4) courses ranging from the beginning level to the more advanced courses including, Managerial Finance, Derivatives, Insurance, and Risk Management. It is evident based upon his teaching experience, that he is versatile and able to teach any finance class effectively. His scholarly activity in finance is demonstrated by a published paper in the *Journal of Derivatives*; the *Journal of Derivatives* is ranked (grade 4) as the highest quality journal in the ABCD list of academic journal quality. In addition, he has over fifteen (15) years of extensive financial experience, has experience

in trading precious metals, commodities, foreign currencies, derivatives, futures and options; and has been a Portfolio Manager and a Strategic Consultant.

- The **selected White female** holds a Ph.D. in Financial Economics, possesses teaching experience in finance and met the preferred qualifications. As a doctoral candidate, she taught a wide range of courses at the undergraduate and graduate level in the areas of Financial Management, Principles of Financial Management, Risk Management, Insurance, Investments, Portfolio Management, Financial Markets and Institutions and Financial Derivative. Her three years of business experience in the financial industry met the preferred qualification; and her nine publications, four of which are among the ABCD list of academic journal, qualify as grade 1 or 2 journals. She provided detailed responses to interview questions and exhibited effective communication skills during her presentation on “The Distribution of Capital Purchase Program Funds: Evidence from Bank Internal Capital Markets.”
- The **Hispanic female** received her Ph.D. from Walden University, College of Management and Technology in 2009. Her teaching experience is in Operations Research, Statistics and Management Information Science, Financial Statement Analysis, Corporate Finance, Marketing Research, Risk Management, and Business Analytics. She has no teaching experience in insurance, financial modeling or financial derivative which are the most needed areas in our department. Our ad stated a preference for scholarly activity in finance. She has only one publication which is not on the ABCD list of academic journal quality. She has 10 years of experience in the Financial Industry; however she said her interest was in teaching in the analytics track at the MBA level at CCSU, but this position is to teach Finance courses. For the aforementioned reason, she was telephone interviewed but was not extended an invitation for an on-campus interview.
- **Two (2) Other females, the Unknown male and the Unknown/unknown** withdrew their applications from consideration.

4. Associate Professor - Management and Organization (C16-024)

Selection: One White Female

The Central Connecticut State University (CCSU) Management and Organization Department invites applications for one full-time tenure track position in the Management and Organization Department. The Department offers four areas of focus (Entrepreneurship, Human Resource Management, International Business, and General Management) and is responsible for the School of Business undergraduate Senior Capstone Strategy course and graduate (MBA) course in Leadership. The successful candidate will teach undergraduate courses in Human Resources and one or more of the aforementioned areas. The successful candidate also will contribute actively and effectively to student growth, service, and scholarship. The primary responsibility of these positions is teaching. Research and service to the department and university are required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. or DBA in Management, Human Resource Management, or a closely related discipline. ABD with expected degree completion by May 31, 2016 may be considered.
- University teaching experience
- Established or emerging research accomplishments
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications

- Earned Ph.D. or DBA from an AACSB accredited Business School

- Ability to teach across management functions
- Relevant business experience
- Accepted peer-reviewed publications

Advertisements and/or announcements were placed in Academy of Management Job Bank, the *Chronicle of Higher Education*, *Diversejobs.net*, and *higheredjobs.com*.

Forty (40) individuals applied for this position: Nine (9) White males; Eight (8) White females; Four (4) Black males; Three (3) Black females; One (1) Hispanic male; Ten (10) Other males; Two (2) Other females; One (1) Unknown male; and Two (2) Unknown females.

Twenty-three (23) applicants were determined to be not qualified: Eight (8) White males; One (1) White female; Four (4) Black males; Two (2) Black females; Six (6) Other males; and Two (2) Unknown females.

- The **four (4) non-qualified Black males** did not have university teaching experience.
- Of the **two (2) non-qualified Black females**, one candidate did not submit any application materials except transcripts and the **second candidate** did not have an active research agenda or an identified research plan.
- Of the **two (2) non-qualified Unknown females**, one did not have active research agenda or an identified research plan and the second did not meet the degree requirement.

Ten (10) applicants were found to be minimally qualified: One (1) White male; Five (5) White females; One (1) Hispanic male; Two (2) Other males; and One (1) Unknown male.

- The **minimally qualified Unknown male** did not have any teaching experience in human resource management, an area of need for the department and did not have any relevant work experience.

Seven (7) applicants were determined to be qualified and were considered finalists: Two (2) White females; One (1) Black female; Two (2) Other males; and Two (2) Other females.

An offer was extended to an **Other female** candidate but she declined the offer. A White Female was then selected for this position.

- The selected **White female candidate** the required and preferred qualifications. Her teaching experience included teaching human resource management courses as well as other core courses. She had a clear research agenda and currently has three peer reviewed conference papers and four works in progress with two ready before August 2016.
- The **Black female** met the required and preferred qualifications; however, she referred to her research agenda as needing focus, and she had no peer reviewed publications and only two conference presentations. While all candidates were provided the course syllabus and book material before coming to campus, she presented material at a more simplistic level than appropriate for the audience. She often asked questions that did not seem rhetorical and then did not wait for the students to respond.
- The **second Other female** withdrew from the search.

5. Associate Professor - Biology (C16-041)

Selection: White Female

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Biology with primary responsibilities in the Doctorate of Nurse Anesthesia Practice (DNAP) program. The successful candidate will have the following responsibilities: 1) teach doctoral level courses in the DNAP program, 2) develop a research program appropriate for the DNAP program,

3) participate in evaluation of DNAP capstone projects, 4) serve on the Admission Committee for DNAP program, and 5) contribute to committee service at the department and university level. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Candidate is capable of meeting all responsibilities listed above
- DNAP, DNP, or Ph.D. in Nurse Anesthesia. (The completion of doctorate is required by time of appointment.)
- Current certification or recertification as CRNA
- College-level teaching experience in programs leading to degrees in Nurse Anesthesia
- Demonstrate commitment to serving culturally, ethnically, and linguistically diverse communities.

Preferred Qualifications

- Clinical competency as demonstrated by two years of practice as CRNA
- Teaching experience includes all aspects of preparation and full course responsibilities for entire academic term, i.e., experience beyond teaching assistantships and guest lectures
- Experience in distance learning as instructor and course designer
- Experience with program assessment
- Strong background in Biological Sciences

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *Diversejobs.net*, *higheredjobs.com*, *CRNACareers.com*, Connecticut Association of Nurse Anesthetists, and the meeting of American Association of Nurse Anesthetists' Assemble of School Faculty.

Due to the job market, salaries paid and in spite of posting this position for six weeks, the university received only two applications.

Two (2) individuals applied for this position: Two (2) White females. There are no goal candidates in this applicant pool.

Two (2) applicants were determined to be qualified and were considered finalists: Two (2) White females.

A White Female was hired for this position.

- The **selected White Female** candidate met the required and preferred qualifications **and** has 15 years of clinical practice as a Nurse Anesthetist at three different hospitals. She is a CCSU alum having received her MS degree in Anesthesia in 2003. Her specialized area of interest is obstetric anesthesia. She is excited about a professional career that will allow her to combine her love of teaching and area of expertise and views this as the next step in her professional career. The maintenance of an active clinical practice would be an important component of her academic position. She has experience as an intra-professional instructor and as an administrator. She has also been a research co-investigator on multiple obstetric anesthesia protocols. Her references describe her as a "team player" and as someone who pays attention to small details.

C. ASSISTANT PROFESSOR

Hiring Goals

- 7 White females
- 2 Hispanic males
- 1 Other female

1. Assistant Professor - Journalism (C16-026)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*, Association for Education in Journalism and Mass Communication. It was also posted in the following list serves and mailing lists: Visual Communication Division of AEJMC, Small Programs/AEJMC, Journalism Studies Division International Communication Association (ICA), National Association of Black Journalists (NABJ) and National Association of Hispanic Journalists (NAHJ).

Nineteen (19) individuals applied for this position: Six (6) White males; Four (4) White females; One (1) Hispanic female; Two (2) Other males; Two (2) Other females; Three (3) Unknown males; and One (1) Unknown female.

Ten (10) applicants were determined to be not qualified: One (1) White male; Two (2) White females; One (1) Hispanic female; Two (2) Other males; Two (2) Other females; and Two (2) Unknown males.

Two (2) applicants were found to be minimally qualified: Two (2) White males.

Seven (7) applicants were determined to be qualified and were considered finalists: Three (3) White males; Two (2) White females; One (1) Unknown male; and One (1) Unknown female.

One White (1) Female was hired for this position. This hire met the first of seven White female goals for the university.

2. Assistant Professor - Mathematics Education (C16-028)

Selection: One (1) White Female

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *higheredjobs.com* and NCTM list serv.

Twenty-two (22) individuals applied for this position: Five (5) White males; Two (2) White females; One (1) Black male; One (1) Black female; Eight (8) Other males; One (1) Other female; One (1) Unknown male; One (1) Unknown female; and Two (2) Unknown/Unknowns.

Seventeen (17) applicants were determined to be not qualified: Four (4) White males; One (1) Black male; Seven (7) Other males; One (1) Other female; One (1) Unknown male; One (1) Unknown female; and Two (2) Unknown unknowns.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; One (1) Black female and, One (1) Other male.

One (1) White Female was hired for this position. This hire met the second of seven White female goals for the university.

3. Assistant Professor - Psychological Science (C16-029)

Selection: One (1) White Female

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, Society for Research and Child development, Association of Black Psychologists, National Latino/a Psychological Association, Psychjobsearch.wikidot.com; *Diversejobs.net*, and *higheredjobs.com*.

Thirty-nine (39) individuals applied for this position: Twelve (12) White males; Sixteen (16) White females; One (1) Black female; One (1) Other male; Six (6) Other females; Two (2) Unknown males; and One (1) Unknown female.

Eighteen (18) applicants were determined to be not qualified: Six (6) White males; Five (5) White females; One (1) Black female; One (1) Other male; Three (3) Other females; One (1) Unknown male; and One (1) Unknown female.

Fourteen (14) applicants were found to be minimally qualified: Five (5) White males; Seven (7) White females; One (1) Other female; and One (1) Unknown male.

Seven (7) applicants were determined to be qualified and were considered finalists: One (1) White male; Four (4) White females; and Two (2) Other females.

One (1) White Female was hired for this position. This hire met the third of seven White Female goals for the university.

4. Assistant Professor - Physical Education & Human Performance (C16-030)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Twenty- One (21) individuals applied for this position: Nine (9) White males; Six (6) White females; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other males; One (1) Other female; and One (1) Unknown unknown.

Thirteen (13) applicants were determined to be not qualified: Seven (7) White males, Three (3) White females; Two (2) Other males; and One (1) Unknown unknown.

Two (2) applicants were found to be minimally qualified: One (1) White female; and One (1) Hispanic male. Because of the size of the pool, these candidates were also interviewed.

Six (6) applicants were determined to be qualified and were considered finalists: Two (2) White males; Two (2) White females; One (1) Hispanic female; and One (1) Other female.

One (1) White Female was hired for this position. This hire met the fourth of seven White female goals for the university.

5. Assistant Professor - Nursing (C16-036)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *higheredjobs.com*, *Minority Nursing* and *CT League for Nursing*.

Five (5) individuals applied for this position: Three (3) White females; One (1) Other female and One (1) Unknown female.

Three (3) applicants were found to not to be qualified: One (1) White female; One (1) Other female; and One (1) Unknown female.

Two (2) applicants were determined to be qualified and were considered finalists: Two (2) White females.

One (1) White Female was hired for this position. This hire met the fifth of seven White female goals for the university.

6. Assistant Professor - Special Education (C16-032)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*, *CEC.SPED.ORG*, *TED-CEC annual conference in Tempe, AZ*. *CT-CEC annual conference at CCSU*.

Thirteen (13) individuals applied for this position: Two (2) White males; Five (5) White females; One (1) Black male; One (1) Black female; Two (2) Other females; One (1) Unknown male; and One (1) Unknown female.

Eight (8) applicants were determined to be not qualified: One (1) White male; Four (4) White females; One (1) Black male; One (1) Other female; and One (1) Unknown female.

Two (2) applicants were found to be minimally qualified: One (1) White male and One (1) Unknown male.

Three (3) applicants were determined to be qualified and were considered finalists: One (1) White female; One (1) Black female; and One (1) Other female.

One (1) White Female was hired for this position. This hire met the sixth of seven White female goals for the university.

7. Assistant Professor - Criminology and Criminal Justice (C16-003)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *American Society of Criminology*, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Forty-six (46) individuals applied for this position: Nineteen (19) White males; Nine (9) White females; Two (2) Black males; One (1) Black female; Two (2) Hispanic males; Two (2) Hispanic females; Four (4) Other males; Three (3) Other females; Two (2) Unknown males; One (1) Unknown female; and One (1) Unknown unknown.

Five (5) applicants were determined to be not qualified: One (1) White male; One (1) Black male; One (1) Black female; One (1) Hispanic male; and One (1) Unknown male.

Twenty-seven (27) applicants were found to be minimally qualified: Thirteen (13) White males; Three (3) White females; One (1) Black male; One (1) Hispanic male; One (1) Hispanic female; Three (3) Other males; Three (3) Other females; One (1) Unknown male; and One (1) Unknown unknown.

Fourteen (14) applicants were determined to be qualified and were considered finalists: Five (5) White males; Six (6) White females; One (1) Hispanic female; One (1) Other male; and One (1) Unknown female.

One (1) White female was hired for this position. This hire met the last goal of seven White female goals.

8. Assistant Professor – Strategic Communication (C16-005)

Selection: One (1) Other Female

Twenty-Two (22) individuals applied for this position: Three (3) White males; Six (6) White females; Two (2) Black males; One (1) Black female; Three (3) Other males; Six (6) Other females; and One (1) Unknown female.

Six (6) applicants were determined to be not qualified: Three (3) White females; One (1) Other male; One (1) Other female; and One (1) Unknown female.

Eleven (11) applicants were found to be minimally qualified: One (1) White male; Three (3) White females; One (1) Black male; One (1) Black female; Two (2) Other males; and Three (3) Other females.

Five (5) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) Black male; and Two (2) Other females.

One (1) Other female was hired for this position. A White male was offered the position but declined it.

This met the Other female affirmative action goal for the university.

The only goal remaining for Assistant Professor is Hispanic Male.

9. Assistant Professor - Public Relations (C16-004)

Selection: One (1) White Male

CCSU invites applications for a full-time, tenure-track position in the Department of Communication. Tenure track faculty are expected to engage in research, teaching and service activities, and be committed to multiculturalism and working with a diverse student body. We seek a public relations specialist with significant experience in social media. The successful candidate should be fully proficient with relevant software and digital media platforms used in the practice of public relations and social media. Priority will be given to an individual able to demonstrate effective teaching in the areas of social media and public relations. The successful candidate will teach undergraduate and graduate courses in the area of public relations, including writing, strategies, and social media.

Required Qualifications

- Ph.D. in Communication or a related discipline (A.B.D. will be considered with the expectation that Ph.D. will be completed by December 31, 2016.)
- Commitment to serving culturally, ethnically and linguistically diverse communities
- Evidence of research in the area of strategic communication, social media and/or public relations;
- Evidence of proficiency with various social media platforms (e.g., Twitter, Instagram, LinkedIn, Facebook)
- Publication activity
- Evidence of college teaching effectiveness

Preferred Qualifications

- Professional experience in public relations and/or social media
- Prior experience using Adobe Creative Suite or an equivalent
- Experience with community-based programs/projects consistent with the university's focus on community engagement

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *Diversejobs.net*, *higheredjobs.com*, Connecticut Chapter of PRSA (Public Relations Society of America), AEJMC Association, LinkedIn, and CRTNET (National Communication Association).

Twenty-one (21) individuals applied for this position: Five (5) White males; Seven (7) White females; One (1) Black male; Two (2) Other males; Five (5) Other females; and One (1) Unknown/unknown.

Six (6) applicants were determined to be not qualified: Two (2) White males; Three (3) White females; and One (1) Black male.

Ten (10) applicants were found to be minimally qualified: One (1) White male; Three (3) White females; Two (2) Other males; Three (3) Other females; and One (1) Unknown unknown.

- The **Unknown unknown** candidate met all of the required qualifications, but provided no evidence to demonstrate how he met the public relations and/or social media professional experience, an area of need for the department.

Five (5) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; and Two (2) Other females.

One (1) White male was hired for this position.

- The **selected White male** possess a Ph.D., met the required and the preferred qualification of having professional experience in public relations and/or social media. In fact it was determined that he exceeded the qualifications. He possess experience in Journalism; teaching multiple sections of a writing intensive course that exposes students to public relations, advertising, and journalism; and is proficient with Abode Creative Suite software and audio-based software. At the interview level, he successfully outlined the five (5) essential components of a core course in Public Relations, detailed his understanding of the relationship between social media and public relations, and conveyed his passion for teaching writing. He has conducted years of research and has acquired practical expertise with social media, and of the field of public relations, and has collected data and contributed to research that examines the Fortune 500's use of Facebook, YouTube, and Google+.

An affirmative action goal was met with the hire of an Other female in search number C16-005 and the last White female goal was achieved in C16-003. There are no remaining goals for Other and White females. **The only remaining goal is Hispanic Male.**

10. Assistant Professor-Sociology (C16-006)

Selection: One (1) White Female

The Department of Sociology seeks a candidate with demonstrated teaching excellence and a commitment to scholarship for a tenure-track, Assistant or Associate Professor beginning in August 2016. The successful candidate will teach undergraduate courses in Sociology, the interdisciplinary Gerontology Program and contribute actively and effectively to student growth, service, and scholarship. The candidate is expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Sociology or Gerontology (with graduate training in Sociology) is required at the time of appointment with a teaching and research focus in Gerontology
- Commitment to working with a culturally diverse student body
- Demonstrated teaching excellence
- Commitment to scholarship

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Diversejobs.net*, *American Sociological Association Job Bank*, *higheredjobs.com*, and Online in AgeWork.com.

Twenty-two (22) individuals applied for this position: Nine (9) White males; Eight (8) White females; One (1) Other male; Two (2) Other females; and Two (2) Unknown males.

Eleven (11) applicants were determined to be not qualified: Three (3) White males; Four (4) White females; One (1) Other male; One (1) Other female; and Two (2) Unknown males.

- **Of the two Unknown males, the first candidate** did not have any research or teaching experience in gerontology and the **second candidate** did not have any teaching experience in gerontology.

Five (5) applicants were found to be minimally qualified: Four (4) White males; and One (1) White female. There are no goal candidates remaining.

Six (6) applicants were determined to be qualified and were considered finalists: Two (2) White males; Three (3) White females; and One (1) Other female.

One (1) White female was hired for this position.

- The **selected White female** met the required and the following preferred qualification: a demonstrated history of highly effective teaching experience in gerontology; research experience and commitment to scholarship in the sociology or gerontology field; and an ability to contribute to the preferred university's interdisciplinary gerontology program. Her teaching presentation demonstrated professionalism and proficiency in both gerontology and sociology. Supporting research presented by her addresses a cutting edge topic in the field of sociology (sexuality, aging, and gender) and can contribute to the WGSS and Gerontology programs; and is empirically driven, and an important contribution to the larger discussion on ageism and sexism. She is able to contribute to the graduate certification program as well. She is intellectually engaging, personable, and has exhibited a good record of publication for a scholar at this stage in her in her career.

There were no Hispanic male goal applicants in the pool.

11. Assistant Professor - Journalism (C16-007)

Selection: One (1) White Male

Central Connecticut State University invites applications for a full-time, tenure-track position in the Journalism department. The successful candidate will teach undergraduate courses in writing, reporting, and other aspects of journalism and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree with at least 10 years in daily newsrooms or magazines or a Ph.D. in journalism, media, mass communications or related degree with a minimum of five years of professional journalism experience
- Experience teaching journalism at the college level
- Evidence of using multimedia to enhance writing and reporting
- Experience covering communities, government agencies and public affairs
- In-depth experience in at least one other specialty beat (for ex: science, health, religion, politics)
- Evidence of ongoing creative/scholarly work
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Expertise in data journalism, multimedia editing and/or web publishing
- Experience teaching data journalism and/or data visualization

Advertisements and/or announcements were placed in DAS website, Association for Education in Journalism and Mass Communications (AEJMC), the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Nineteen (19) individuals applied for this position: Seven (7) White males; Three (3) White females; Two (2) Other females; Four (4) Unknown males; and Three (3) Unknown females.

Thirteen (13) applicants were determined to be not qualified: Two (2) White males; Two (2) White females; Two (2) Other females; Four (4) Unknown males; and Three (3) Unknown females.

- Of the **non-qualified four (4) Unknown male** applicants, the **first Unknown male** was enrolled in an MBA program and has yet to complete the requirements to finish the program. The **second Unknown male** applicant's background was in the area of fashion and he did not have recent journalism experience. The **third and fourth Unknown males** did not possess direct journalism or writing experience.

Zero (0) applicants were found to be minimally qualified.

Six (6) applicants were determined to be qualified and were considered finalists: Five (5) White males; and One (1) White female. No goal candidates remain in the finalist pool.

One (1) White male was hired for this position.

- The **selected White male** met all of the required and preferred qualifications, and possess more than twenty (20) years of reporting experience. Prior to joining the university, he was a contributing writer at the New England Center for Investigative Reporting, America Magazine, the Connecticut Health Investigative Team, and a staff writer at the Hartford Courant. He has taught communications, and journalism at CCSU since 2011, when he was hired as an emergency appointment. While working at the university he has demonstrated his level of understanding of the goals and curriculum in the department, has won the respect of students, and has assisted with campus media and department assessment. His experience of covering municipal issues and politics, and sports is beneficial to the journalism program as he brings an in- depth knowledge of the field and local contacts. During his teaching presentation, he moved around to the computer stations helping students when they needed it. Student evaluations rated the presentation positively, with students stating they found the hands-on experience in data analysis helpful.

There were no Hispanic male goal applicants in the finalist pool.

12. Assistant Professor - Counselor Education & Family Therapy (C16-014)

Selection: White Male

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Counselor Education & Family Therapy. The successful candidate will teach graduate courses in counselor education and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Earned doctorate in counselor education or a related discipline (ABD candidates will be considered; completion is required within one year of appointment.)
- Experience in addiction recovery and mental health counseling
- Commitment to excellence in teaching
- Expertise in counselor training and clinical supervision
- Qualified to teach core counseling courses (theory and techniques, group counseling, ethics);
- Demonstrate experience or potential for research and scholarship
- Commitment to serving culturally diverse communities

- License eligible counseling field (i.e., LPC and/or LADC)

Preferred Qualifications

- Successful teaching experience in higher education
- Demonstrated experience for mentoring and supervising graduate students
- Experience in program development and accreditation
- Experience in rehabilitation counseling
- Eligibility for Certified Rehabilitation Counselor (CRC)
- Experience in marriage and family counseling
- Graduate from a CACREP accredited program

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Twenty-two (22) individuals applied for this position: Five (5) White males; Seven (7) White females; One (1) Black male; Three (3) Black females; One (1) Hispanic male; One (1) Hispanic female; Two (2) Other females; and Two (2) Unknown males.

Eleven (11) applicants were determined to be not qualified: Two (2) White males; Four (4) White females; One (1) Black female; Two (2) Other females; and Two (2) Unknown males.

- Of the **two Unknown males**, the **first candidate** did not have the appropriate degree and the **second candidate** had a degree in counseling guidance but no experience in addiction recovery or mental health counseling.

Two (2) applicants were determined to be minimally qualified: One (1) White male and One (1) Black male.

Nine (9) applicants were determined to be qualified and were considered finalists: Two (2) White males; Three (3) White females; Two (2) Black Females; One (1) Hispanic male; and One (1) Hispanic female.

One (1) White male was hired for this position.

- The **selected White male candidate** met the required and three preferred qualifications of having teaching experience; mentoring and supervision of graduate students experience; of being a graduate from a CACREP accredited program; has accreditation experience, and having a scholarly plan including four publications.
- The **non-selected Hispanic male** met the required qualifications; however, he did not have any publications experience and was not a graduate of a CACREP program. Additionally, he did not have any accreditation experience. During the interview, he did not articulate a research agenda and during his teaching demonstration was unable to maintain eye contact with his audience.

13. Assistant Professor-Theatre (C16-025)

Selection: One (1) White Male

Central Connecticut State University invites applications for a full-time, tenure-track Assistant Professor position in the Theatre Department. The successful candidate will teach undergraduate courses in costuming, costume design costume construction, scene design, scene painting, rendering and drawing, and period styles. Responsibilities: design and execute scenery and costumes for four mainstage productions per year (two per semester) and supervise student design projects; advise students

academically, contribute actively: and effectively to student growth, service, and scholarship and serve on university and department committees.

Required Qualifications

- MFA in theatrical design (or equivalent) by the time of application
- Three years (FTE) teaching experience at the college/university level
- Experience in designing and executing scenery and costumes
- Supervisory experience in a costume shop.
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Evidence of scholarly activity, e.g., professional theatrical production, conference presentations, journal articles
- Knowledge of technology design-based software, e.g., AutoCAD, Vectorworks, Photoshop
- Expertise in one or more secondary skills: draping, scenic painting, model building, water color, or sketching.

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *Academic Keys.com*, *Off Stage Jobs.com*, *Art Search*, and *higheredjobs.com*.

Twenty-five (25) individuals applied for this position: Eight (8) White males; Nine (9) White females; Three (3) Hispanic males; One (1) Hispanic female; One (1) Other female; One (1) Unknown male; and Two (2) Unknown females.

Twenty-two (22) applicants were determined to be not qualified: Six (6) White males; Nine (9) White females; Three (3) Hispanic males; One (1) Hispanic female; One (1) Other female; One (1) Unknown male; and One (1) Unknown female.

- Of the **three (3) Hispanic males**, the **first and second** applicants did not have a MFA in Theatrical Design, and the **third** applicant did not have experience in designing and executing scenery and costumes.
- The **Unknown male** did not possess three (3) years' teaching experience.

Zero (0) applicants were found to be minimally qualified.

Three (3) applicants were determined to be qualified and were considered finalists: Two (2) White males; and One (1) Unknown female. No goal candidates remain in the finalist pool.

One (1) White male was hired for this position.

- The **selected White male holds an** MFA in theatrical design. With more than more than three (3) years' teaching experience at the college level, he met the required qualifications as well as the preferred qualifications. His application and interview demonstrated evidence of scholarly activity, e.g., professional theatrical production and journal articles, and provided a diverse portfolio of publications and educational documentation. In terms of scholarly activity, as an Assistant Professor at both Holyoke Community College and at CCSU, he has taught numerous courses including, Introduction to Theatre, Introduction to Theatre Production, Costume Design, Stagecraft 1& II and Theatre History, connecting students to educational material from a historical and practical standpoint. He was proficient in scenic design, computer aided drafting, costume design and scenery shop management. Along with his teaching load he has acted as a Scenic, Lighting and Costume Designer for numerous college productions, while mentoring students and advising

student designers. Through his work experience as a freelance theatrical designer, an Assistant Professor of Theater Design and Production at CCSU, the Greater Holyoke Boys and Girls Club, and the Paper City Performing Arts, he gained significant experience connecting young artists with the community at large and empowering students to become theatrical designers and practitioners.

14. Assistant Professor - Materials Engineering (C16-027)

Selection: One (1) White Male

CCSU's Engineering Department invites applications for a tenure-track faculty position. The new faculty will join a rapidly growing and vibrant mechanical engineering program. Applicants with significant academic experience and accomplishments could be considered for the rank of Associate Professor. Successful candidates will be expected to be collaborative, committed to excellence in teaching, able to teach and develop a variety of mechanical engineering and engineering technology courses, contribute significantly to undergraduate and graduate research, actively engage in scholarly activity with a continuous research agenda. Department faculty are also expected to participate in program assessment, ABET accreditation activities, service to the department and University, and to be professionally active.

Required Qualifications

- B.S. and Ph.D. in Materials Engineering, Manufacturing Engineering, or Mechanical Engineering or closely related field by the date of appointment
- Extensive background and experience in several materials areas: materials analysis and testing, traditional materials/manufacturing processing, plastic and composite manufacturing processes, composite materials design and analysis, contemporary engineering material selection and Nano-materials
- Two years of relevant full-time industrial experience in one or more of the related areas, or equivalent hands-on experience in industrial and governmental research labs
- Excellent communication and presentation skills
- Commitment to serving a culturally diverse student body

Preferred Qualifications

- Teaching experience in ABET accredited mechanical and/or manufacturing undergraduate programs, as well as, at the graduate level
- Ability to teach a wide range of mechanical engineering and engineering technology courses including but not limited to: mechanics, engineering analysis, materials and manufacturing processes
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining instructional and research laboratories
- Experience working with industry with a record of successful external funding for collaborative applied research involving undergraduate and graduate students
- Ability to teach engineering technical writing and presentation
- A professional engineering (P.E.) license

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *net*, *higheredjobs.com*., *Mechanical Engineering Magazine*, <http://engineering.academickeys.com>, www.monster.com, www.careerbuilder.com, <http://nsbe.org>, www.hacu.net, www.swe.com, <http://www.jbhe.com>, etd-l@listproc.tamu.edu, AIAA conference, ASME conference, ASEE conference, IEEE conference, SE&T Web Site, ASME-Hartford section news letter

Seventy-Nine (79) individuals applied for this position: Twenty (20) White males; Two (2) White females; Three (3) Black males; One (1) Black female; One (1) Hispanic male; Forty-Four (44) Other males; Seven (7) Other females; and One (1) Unknown male.

Sixty-One (61) applicants were determined to be not qualified: Thirteen (13) White males; Two (2) White females; Three (3) Black males; One (1) Black female; One (1) Hispanic male; Thirty-Three (33) Other males; Seven (7) Other females; and One (1) Unknown male.

- The **Hispanic male** did not have a background and experience in any of the areas sought; his experience was in electronics.
- The **Unknown male** did not meet the degree requirement.

Eight (8) applicants were found to be minimally qualified: One (1) White male and Seven (7) Other males. No goal candidates remain in this pool.

Ten (10) applicants were determined to be qualified and were considered finalists: Six (6) White males and Four (4) Other males. No goal candidates remain in this pool.

One (1) White Male was hired for this position.

- The **selected White male** met the required qualifications. His education and industrial and academic experience are all very relevant to what we do at CCSU. During his presentation his answers to questions usually produced clear explanations: his knowledge of the subject was evident. During the tour of the labs, he was the most knowledgeable candidate regarding manufacturing processes. In addition to being ready to teaching the materials course, the candidate expressed interest in teaching the plastics and composites course, some courses in mechanics, manufacturing processes, and senior project. The candidate wants to continue research into ceramics and powder metallurgy with possible industry partners.

15. Assistant Professor - Mechanical Engineering (C16-033)

Selection: One (1) White Male

Central Connecticut State University's Engineering Department invites applications for a tenure-track faculty position. The new faculty will join a rapidly growing and vibrant mechanical engineering program. Applicants with significant academic experience and accomplishments could be considered for the rank of Associate Professor. Successful candidates will be expected to be collaborative, committed to excellence in teaching, able to teach and develop a variety of mechanical engineering and engineering technology courses, contribute significantly to undergraduate and graduate research, actively engage in scholarly activity with a continuous research agenda. Department faculty are also expected to participate in program assessment, ABET accreditation activities, service to the department and University, and to be professionally active.

Required Qualifications

- B.S. in mechanical, aerospace, electro-mechanical, or electrical engineering
- Ph.D. in mechanical engineering or closely related field by the date of appointment, with at least one degree in mechanical
- Exceptional background in (1) the theory, methodology, and practice of measurements; (2) design, development and analysis of instrumentation and measurement systems used in generating, acquiring, conditioning and processing signals; (3) modeling and control of dynamic systems
- Excellent communication and presentation skills
- Commitment to serving a culturally diverse student body

Preferred Qualifications

- Two years of relevant full-time industrial experience in the related areas, or equivalent hands-on experience in industrial, and government research labs
- Teaching experience in ABET accredited mechanical and/or manufacturing undergraduate programs, as well as, at the graduate level
- Ability to teach a wide range of mechanical engineering and engineering technology courses including but not limited to: mechanics, thermo-fluid sciences, numerical analysis and simulations
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining instructional and research laboratories
- Experience working with industry with a record of successful external funding for collaborative applied research involving undergraduate and graduate students
- A professional engineering (P.E.) license

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *Diversejobs.net*, *higheredjobs.com*, Mechanical Engineering Magazine, Engineering Technology ListServ, <http://engineering.academickeys.com>, www.monster.com, www.careerbuilder.com, <http://nsbe.org>, www.hacu.net, www.swe.com, <http://www.jbhe.com>, etd-l@listproc.tamu.edu, AIAA conference, ASME conference, ASEE conference, IEEE conference, SE&T Web site, ASME-Hartford section news letter

Seventy (70) individuals applied for this position: Twenty-Five (25) White males; Two (2) White females; Three (3) Black males; Three (3) Hispanic males; Thirty-Two (32) Other males; Four (4) Unknown males; and One (1) Unknown unknown.

Sixty (60) applicants were determined to be not qualified: Twenty (20) White males; Two (2) White females; Three (3) Black males; Two (2) Hispanic males; Thirty (30) Other males; and Three (3) Unknown males.

- Of the **two non-qualified Hispanic males**, the **first** had a degree in Computer Science which did not meet the required degree qualification; and the **second** did not have industrial experience and he did not have the background related to the analysis of instrumentation, signals, and control of dynamics systems experience.
- Of the **three (3) non-qualified Unknown males**, the **first** submitted an incomplete application, missing references; the **second** did not meet the degree requirement; and, the **third's** background focus area was not among the three (3) required qualifications identified in the job posting.

Three (3) applicants were found to be minimally qualified: One (1) Hispanic male; One (1) Other male; and One (1) Unknown unknown.

- The **minimally qualified Hispanic male** met the required qualifications; however his experience was limited to controls and had no experience with thermal fluids.
- The **minimally qualified Unknown unknown** met the required qualifications. However, their teaching experience was only in the area of controls and dynamics and there was no demonstration of their ability to teach thermo-fluids. In addition, their attempt to detail the background in the area of instrumentation analysis was unclear and difficult to understand.

Seven (7) applicants were determined to be qualified and were considered finalists: Five (5) White males; One (1) Other male; and One (1) Unknown male.

One (1) White Male was hired for this position.

- The **selected White male** met the required qualification and possess a Ph.D. in Mechanical Engineering as well as a Master's degree in Electrical Engineering-Control Systems and Signal

Processing. He possess a background in solid mechanics, experimental mechanics, structural health monitoring (SHM), non-destructive evaluation (NDE), acoustic and vibration analysis of rotating machinery, signal processing mechanical systems, acoustic emission and thermodynamics. His research interests span all aspects of structural health monitoring, machinery fault diagnosis and signal processing of mechanical systems. He has taught a wide spectrum of curriculum including: Mechanical engineering Design, Mechanical Vibrations, Control Systems, Strength of Materials, Dynamics, and Statics. He demonstrated scholarly activity and provided a research plan based on a well-established research background. During the teaching demonstration he was engaging, his positive attitude was reflected in the students' quantitative and qualitative evaluation responses, and his passion for teaching, and commitment to student's learning were evident throughout the interview process.

- The **non-selected Unknown male** met the required qualifications and demonstrated an experience background in solid mechanics, kinematics, dynamics, material testing, finite element analysis, design for manufacturing, virtual machining 3-D modeling, and 2-D engineering drawings. During his first interview, he failed to demonstrate knowledge or competencies in the areas highlighted in his applications materials. In response to the questions asked, he failed to provide details regarding his areas of expertise, e.g., solid mechanics, finite element analysis.

16. Assistant Professor- Social Work (C16-034)

Selection: One (1) Black Female

Central Connecticut State University invites applications for a full-time, tenure-track position in the social work department. The successful candidate will teach in a CSWE-accredited undergraduate social work program and contribute actively and effectively to student growth, service, and scholarship. Additional responsibilities include coordinate and teach in the weekend social work program, academic advising, serving as field liaison, serving on academic committee assignments, community engagement, grant writing, and other department and academy service activities. The accredited program has a strong teaching emphasis including a competency-based education with a proactive stance valuing diverse and minority perspectives. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Doctorate in Social Work or related field including a JD; ABD considered if the completion of the Ph.D. is by June 1, 2016
- MSW from a CSWE accredited university
- Three years full-time post MSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work foundation and practice courses such as research methods, human behavior and the social Environment, generalist practice & policy

Preferred Qualifications

- Demonstrated research, scholarship and publication
- Communication and interpersonal skills sufficient to work effectively with a diverse array of students and colleagues
- Experience in reaccreditation, student academic advising, committee assignments, professional development activities, research and community service

Advertisements and/or announcements were placed in DAS website, Council on Social Work Education, Minority Fellowship Program (MFP) list serv, the *Chronicle of Higher Education*, *Diverse in Higher*

Education, Hispanic Outlook, Diversejobs.net, and higheredjobs.com, and contacts were made with Doctoral Programs in the area.

Fourteen (14) individuals applied for this position: One (1) White male; Three (3) White females; One (1) Black female; One (1) Hispanic male; Three (3) Hispanic females; One (1) Other male; Two (2) Other females; and Two (2) Unknown males.

Five (5) applicants were determined to be not qualified: Two (2) Hispanic females; Two (2) Other females; and One (1) Unknown male.

- The **non-qualified Unknown male** applicant did not meet the required qualification of having a Doctorate in Social Work or related field including a JD or ABD if the completion of the Ph.D. was by June 1, 2016.

Zero (0) applicants were found to be minimally qualified.

Nine (9) applicants were determined to be qualified and were considered finalists: One (1) White male; Three (3) White females; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; One (1) Other male; and One (1) Unknown male.

One (1) Black female was hired for this position.

- The **selected Black female** met the required qualifications. Her professional work experience expands the areas of research, education, government and non-profit/public health and wellness where she worked primarily in the social work field. Over the course of eight (8) years she has taught a variety of college-level social work courses at the University of Saint Joseph, University of Hartford, the University of Connecticut, and more recently at Capital Community College. At Capital she has worked closely with the curriculum coordinator in designing courses, preparing for re-accreditation, and working on committees. As an instructor who has worked with a diverse body of students she is familiar with racially, linguistically and ethnically diverse class environment, and has developed an understanding of the unique needs of adult learners. Her vitae documents a history of numerous publications, a commitment to community development, and a proven record of excellence in teaching.
- The **non-selected Hispanic male** applicant met the required qualifications, however he possesses a Ph.D. in Micro Social Work which was not clinical-related, and does not possess post masters' clinical experience. During the initial interview, his responses to questions were detailed, however, he did not fully respond to questions asked or provided incomplete answers, and he often rambled and repeated content when it wasn't necessary. Also, he seemed unaware of the time restrictions placed on the interview and had to be prompted to meet the timeframe and encouraged to respond to questions. In other instances, he did not identify teaching methods or approaches used to teach skills and competencies, and identified a teaching interest that is focused mainly in the areas of macro practice, organizing practice, policy, community work, socio economic history and economic structural content and research, rather than clinically driven.
- The **non-selected Unknown male applicant** met the required qualifications and was selected for an initial over the phone interview. He was not invited for an on-campus interview because he experienced difficulty responding to interview questions, the committee had to repeat questions numerous times, as he appeared to be distracted, he did not discuss diversity or ethics issues when questioned, provided very short responses to questions, and inappropriately made a negative comment about his current employer.

Initially an offer was made to an Other female applicant who declined the offer. It was then made to and accepted by the Black female.

17. ASSISTANT PROFESSOR - ACCOUNTING (C16-035)

Selection: One (1) White Female

Central Connecticut State University's School of Business, an AACSB accredited school, invites applications for a full-time, tenure-track position in the Accounting Department. The successful candidate will teach undergraduate and graduate courses in accounting. Candidates are expected to contribute actively and effectively to student growth, service, and scholarship while also expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications

- Degree must meet one of the following two requirements:
 - (1) Doctorate in Accounting or equivalent from an AACSB accredited university (ABD with a 2016 completion date will be considered); **OR**,
 - (2) M.S. in accounting or M.B.A with a concentration in accounting, with an intention to complete a doctorate in accounting related area; a professional certification (i.e., CPA or CMA); five years of industry experience in accounting; a record of academic publishing excellence; and, a record of teaching excellence
- Capable of meeting AACSB's classification as Scholarly Academic or Scholarly Practitioner
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Two or more years' experience teaching accounting at the college level
- More than five years' industry experience in accounting
- Professional accounting certification (i.e., CPA or CMA)
- A record of academic publishing excellence

Advertisements and/or announcements were placed in, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Thirty-Five (35) individuals applied for this position: Eleven (11) White males; Five (5) White females; One (1) Black female; Thirteen (13) Other males; Three (3) Other females; and Two (2) Unknown males.

Eleven (11) applicants were determined to be not qualified: Four (4) White males; Two (2) White females; One (1) Black female; Three (3) Other males; and One (1) Unknown male.

- The **Unknown male** did not meet the degree requirement.

Nine (9) applicants were found to be minimally qualified: Six (6) Other males; Two (2) Other females; and One (1) Unknown male.

- The **Unknown male** met the required qualifications only. While he lists four journals, he fails to mention the names of the journals. He does not meet the industry experience or professional accounting certification.

Fifteen (15) applicants were determined to be qualified and were considered finalists: Seven (7) White males; Three (3) White females; Four (4) Other males; and One (1) Other female. No goal (Hispanic male) candidates remained in the finalist pool.

One (1) White Female was hired for this position.

- The **selected White female candidate** met the required and all preferred qualifications. She has a Master of Science in Professional Accounting degree and has an intention to complete a doctorate in an accounting related area, having already been accepted to Walden University. She maintains a

license in the state of Connecticut as a CPA and also holds the professional accounting designation as a CMA. Her accounting industry experience spans over 15 years as a CPA and as an audit manager at local CPA firms. With four publications from 2011 to 2014 and one in press in 2015, she demonstrates a record of academic publishing excellence. She has approximately 17 years college teaching experience in accounting and demonstrates a record of teaching excellence with three teaching awards dating from 2012 to 2013: the 2013 Connecticut Society of CPAs Educator of Excellence Award, the 2013 Accreditation Council for Business Schools and Programs (ACBSP) 2013 Teaching Excellence Award for the Northeastern Region 1; and in 2012, the Reverend John J. Stack Teaching Excellence Award. With the record of publication excellence, she would be capable of meeting AACSB's classification of Scholarly Practitioner. With the completion of her degree, and sustained publication record, she will then be able to be classified as Scholarly Academic.

18. Assistant Professor - Educational Leadership, Policy, and Instructional Technology (C16-037)

Selection: One (1) Other Female

Central Connecticut State University's (CCSU) Department of Educational Leadership, Policy & Instructional Technology seeks a faculty member to join the department at the rank of Assistant or Associate Professor. Currently offering Master's degrees, a Sixth Year licensure program for school leaders, superintendent licensure, Ed.D. programs in Educational Leadership and Leadership in Higher Education, the program provides leadership at national, state, and local levels related to learning and assessment, professional and organizational learning, social justice, historical and social foundations of education, and educational technology. Licensure programs are CAEP/NCATE/ELCC recognized. The department also hosts a very successful Master's Degree program in Jamaica.

We are searching for a colleague who is capable of contributing to a department that strongly values diversity, innovation, and social justice. In addition to collaboration with department and university colleagues in developing new configurations of programs to meet diverse student needs at the local and international levels, the position includes graduate teaching and advising in areas of expertise, doctoral advising, and committee work, and a productive research agenda.

Required Qualifications

- Doctorate in Educational Leadership, Administration, Management or closely allied discipline
- A record of excellence or potential of excellence in university teaching, research, service, and professional participation
- A record of professional engagement in national and international educational leadership organizations
- Proven ability to conceive and engage in a significant research agenda
- Expertise appropriate for doctoral level teaching and advising
- Work experience and/or research that focuses on educational leadership
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Prior experience in a full time faculty position at the Departmental or college level
- Successful experience in graduate education and directing doctoral dissertations
- Evidence of scholarly activity that addresses social justice and equity
- Experience with curricula innovation and program renewal at the university level
- Knowledge of ELCC and CAEP accreditation process
- Demonstrated ability in grant writing and management

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *higheredjobs.com*, *Career Builder*, *E-posting by University Council for Educational Administration*, and *E-posting by Division A of the American Education Research Association*.

Thirty-Eight (38) individuals applied for this position: Six (6) White males; Fifteen (15) White females; Four (4) Black males; Two (2) Black females; One (1) Hispanic female; One (1) Other male; Five (5) Other females; Two (2) Unknown males; One (1) Unknown female; and One (1) Unknown unknown

Thirty-Two (32) applicants were determined to be not qualified: Four (4) White males; Thirteen (13) White females; Four (4) Black males; Two (2) Black females; One (1) Hispanic female; One (1) Other male; Three (3) Other females; Two (2) Unknown males; One (1) Unknown female; and One (1) Unknown unknown.

- The **two (2) Unknown males'** and the **Unknown/unknown's** doctoral degrees were not related and they did not possess a record of professional engagement in national and international educational leadership organizations.

One (1) applicant was found to be minimally qualified: One (1) White female

Five (5) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; and Two (2) Other females. No goal (Hispanic male) candidates were in the pool.

One (1) Other Female was hired for this position.

- The **selected Other Female candidate** met the required qualifications and demonstrated capacity to teach graduate courses in a broad variety of areas across MS, Sixth Year Certificate, and Ed.D. Programs. The department's areas of need is in all three programs and the committee concluded she could step in and begin teaching a variety of courses immediately. She has recently earned her Ph.D. in educational administration and educational policy, two areas addressed in our courses and programs. This candidate would bring to the department an international perspective and demonstrated commitment to serving culturally, ethnically, and linguistically diverse communities from her work as an English teacher, department chair, academic director, and national teacher training officer in China. The selected candidate has additional experience in Ed. D. program design as a graduate assistant. Her presentation to the faculty demonstrated proficient skills in syllabus design, planning for assessment, and synthesis of research and practice. She proposed a course to extend Ed. D. student learning through the application of organizational theory in action research, collective inquiry, and data analysis and communication. Her history with research and publishing displays evidence of multiple peer-reviewed journal and book chapters, and research conference presentations. This hire displays evidence in these publications and presentations of proficiency in advanced statistical methodologies including structural equation and hierarchical linear modeling and the ability to analyze large-scale data sets, such as those from the Teaching and Learning International Survey (TALIS). The committee concluded that she has a satisfactory potential for continued creative activity, and an emergent research agenda reflecting an interest in distributed leadership and its impact on teaching and learning.

19. Assistant Professor - Education Leadership, Policy and Instructional Technology (C16-038)

Selection: One (1) White Male

The Department of Educational Leadership, Policy, and Instructional Technology at Central Connecticut State University seeks a tenure-track faculty member for our NCATE-accredited and ELCC-recognized leadership programs beginning fall 2016. Currently offering Master's degrees, a Sixth Year licensure

program for school leaders, superintendent licensure, Ed.D. programs in Educational Leadership and Leadership in Higher Education, the department provides leadership at national, state, and local levels related to learning and assessment, professional and organizational learning, social justice, historical and social foundations of education, and educational technology. The department also hosts a very successful Master's Degree program in Jamaica. Licensure programs are NCATE/CAEP/ELCC recognized. The individual selected is expected to pursue a productive research agenda consistent with the mission of the department, and to help create field-oriented research.

We are now searching for a new colleague who will thrive in a collaborative department that strongly values diversity, social justice, and equity and is dedicated to preparing leaders for districts and schools. The successful candidate will be willing to undertake the challenges and opportunities involved with teaching and supervising doctoral and master's students and for teaching and supervising candidates for administrative licensure such as chairperson, assistant principal, principal, and assistant superintendent and superintendent of schools.

Required Qualifications

- Doctorate in education with emphasis in educational leadership and administration or closely related field of study from a regionally accredited institution
- A record of excellence or potential excellence in teaching, research, service, and professional participation that merits appointment as an assistant professor
- Major specialization in one or more of the following areas: 1) school and district leadership to support social justice, equity, diversity, and a culture of success for all children; 2) teacher leadership and innovative models of distributed leadership; 3) leadership and the process of teaching, learning, and cognition; 4) organizational development and school improvement; and, 5) educational policy, leadership, and administration
- Work experience and/or research that focuses on leading, teaching, and learning in preK-12 settings
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications

- Background in research and research methods for advising doctoral student research in topics related to leadership and school improvement
- Successful experience teaching educational leadership courses at the graduate level
- Experience in public education as a district and/or school leader
- A research agenda that addresses leadership issues including social justice and equity
- Experience and qualifications appropriate to teaching certification courses for licensure as a building administrator or school superintendent
- Experience with accreditation (CAEP/NCATE/ELCC) and implementation of performance assessment

Advertisements and/or announcements were placed in DAS website, CCSU website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Hartford Courant*, *Diversejobs.net*, and *higheredjobs.com*.

Thirty-two (32) individuals applied for this position: Nine (9) White males; Seven (7) White females; Four (4) Black males; Three (3) Black females; Six (6) Other females; One (1) Unknown male; and Two (2) Unknown unknowns.

Twenty-seven (27) applicants were determined to be not qualified: Eight (8) White males; Six (6) White females; Three (3) Black males; Three (3) Black females; Five (5) Other females; One (1) Unknown male; and One (1) Unknown unknown.

- The **non-qualified Unknown male** and the **Unknown unknown** applicants' doctorates are in Educational Leadership but in a program in which the coursework is not directly related to the field of PK-12 school leadership, but rather to higher education. They do not possess work experience and/or research that focuses on leading, teaching, and learning in preK-12 settings

One (1) applicant was found to be minimally qualified: One (1) Unknown unknown.

- The **Unknown unknown** was expected to graduate until May 2016 with a Ph.D. in Educational Administration and Policy. The applicant was determined to be minimally qualified due to the tangential connection of the applicant's specialization to school leadership combined with the only one year of professional experience in K-12 schools and this experience as a teacher was in Turkey and as a substitute teacher in the State of Georgia. The higher education teaching experience is limited to serving as teaching assistant for courses related to PK-12 school leadership at the University of Georgia.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) White female; One (1) Black male; and One (1) Other female. No goal candidates (Hispanic male) remain in the pool.

One (1) White male was hired for this position.

- The **selected White male** met all of the required and the preferred qualifications associated with his school leadership experience, as well as experience in teaching school leadership courses leading to administrative certification. He holds an Ed.D in in Educational Leadership and his specialization in teacher leadership and empowerment is linked to PK-12 school leadership. Professionally, he possesses experience as an adjunct teacher of graduate courses in school leadership since 2013, as an elementary school principal, an assistant principal and teacher. His history with research and publishing displays evidence of several peer-reviewed articles on standardized testing in science education, one current manuscript in press, as well as having an article in press on teacher collaboration. In the interview, he delivered a presentation for the search committee on graduate course design and demonstrated his potential for continued creative activity, and an emergent research agenda reflecting an interest in school improvement and leadership activity.

20. Assistant Professor-Linguistics (C16-040)

Selection: One (1) White Female

Central Connecticut State University invites applications for a full-time, tenure-track Phonologist position in the Linguistics and TESOL program within the English Department. The successful candidate will teach undergraduate and graduate courses (normal load is 12 credits per semester), including introductory linguistics courses and graduate courses in Phonology and in Second Language Acquisition within our Master's in TESOL program. The position also requires active scholarship and publication in the field, plus university and professional service. Candidates are expected to be committed to promoting multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Linguistics, Applied Linguistics, or Second Language Acquisition, with a primary specialization in phonology and a strong background in SLA
- Record of theoretically grounded research in phonology and/or applied linguistics
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications

- Evidence of experience in both teaching ESL/EFL and training or supervising novice teachers of ESL/EFL
- Evidence of familiarity with TESOL in K-12 contexts
- Evidence of a solid foundation in theoretical linguistics, including syntax, phonology, and SLA theory

Advertisements and/or announcements were placed in DAS website, the MLA Job Information List, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *higheredjobs.com*, and *Linguistics.com*.

Fifteen (15) individuals applied for this position: Four (4) White males; Five (5) White females; One (1) Black male; One (1) Other male; Three (3) Other females; and One (1) Unknown male.

Six (6) applicants were determined to be not qualified: Two (2) White males; One (1) White female; One (1) Black male; and Two (2) Other females. No goal candidates (Hispanic male) are in this pool.

Four (4) applicants were found to be minimally qualified: One (1) White male; Two (2) White females; and One (1) Other male. No goal candidates (Hispanic male) in this pool.

Five (5) applicants were determined to be qualified and were considered finalists: One (1) White male; Two (2) White females; One (1) Other female and One (1) Unknown male.

One (1) White Female was hired for this position.

- The **selected White female** met the required qualifications. In addition to meeting all of the required qualifications she demonstrated evidence of having experience and knowledge in the three preferred qualifications, and provided evidence of having a solid foundation in theoretical linguistics and experience in teaching ESL/EFL. Her teaching experience at the University of Illinois related to ESL/EFL includes Introduction to Linguistics, ESL Academic, and Business Writing at the graduate level for six (6) semesters or seven (7) courses are relevant to the areas the university was searching for. She has acquired experience in curriculum design, development, and integration of course materials, student assessment and placement, and course website development. Much of her research work is informed by data from languages that use prosody as the primary means for encoding perceived performance, and she has presented her work in each area of her research at national and international conferences.
- The **non-selected Unknown male** met the required qualifications and the preferred qualification of having a solid foundation to theoretical linguistics as well as teaching and training experience in ESL/EFL. He has teaching experience including one-to-one tutoring, classroom teaching, three (3) semesters of freshman composition and two (2) semesters of academic ESL. This experience was in the desired areas and demonstrated a robust and relevant research background. During the interview, he was professional and expressed himself clearly, however, when ask to discuss specifics of courses he would teach in the program, he did not elaborate by providing details and demonstrated he was not prepared for the interview.

COACHING STAFF

Hiring Goals

- 2 Black males
- 1 Black female
- 1 Hispanic male
- 1 Other male
- 1 Other Female

1. Assistant Football Coach

Selection: One (1) Black Male

The university converted this position from part-time to full-time. There were no other applicants in the pool.

This movement from part-time to full-time met the first Black male goal for the university.

2. Head Men's Basketball Coach (C16-046)

Selection: One (1) Black Male

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Ninety-Two (92) individuals applied for this position: Forty-one (41) White males; Thirty-eight (38) Black males; Ten (10) Hispanic males; One (1) Other male; and Two (2) Unknown males.

Thirty-Eight (38) applicants were determined to be not qualified: Fifteen (15) White Males; Fifteen (15) Black males; Five (5) Hispanic Males; One (1) Other Male; and Two (2) Unknown males.

Forty-Six (46) applicants were found to be minimally qualified: Twenty-Three (23) White Males; Eighteen (18) Black males; and Five (5) Hispanic males.

Eight (8) applicants were determined to be qualified and were considered finalists: Three (3) White males and Five (5) Black males.

One (1) Black Male was hired for this position. This hire met the second of two Black male goals for the university. This achieved the goals set for Black males.

3. Assistant Men's Basketball Coach (C16-047)

Selection: One (1) White Male and One (1) Black Male

Advertisements and/or announcements were placed in NCAA.com, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Central Connecticut State University invites applications for a full-time, Assistant Basketball Coach in the Department of Intercollegiate Athletics. The successful candidate will be responsible to assist in the organization and administration of all aspects of the basketball program. Responsibilities include, but are not limited to, recruitment and development of student-athletes, ensuring academic progress and graduation; assisting in scheduling and travel arrangements, ensuring compliance with all NCAA, NEC, and University rules and regulations and participation in fund raising events. The Assistant Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- Five years coaching experience in the sport of college basketball
- Proven track record of NCAA compliance and academic integrity

Preferred Qualification: Previous coaching and/or playing experience at Division I/II level

Sixty-Seven (67) individuals applied for this position: Thirty-Three (33) White males; Twenty-Nine (29) Black males; One (1) Black female; Three (3) Hispanic males; and One (1) Other male.

Fifty-Five (55) applicants were determined to be not qualified: Twenty-Seven (27) White males; Twenty-Four (24) Black males; One (1) Black female; Two (2) Hispanic males; and One (1) Other male

- **The Black female, Two (2) Hispanic males and the Other male non-qualified** applicants did not meet the required five (5) years coaching experience in the sport of college basketball.

Three (3) applicants were found to be minimally qualified: One (1) White male; One (1) Black male; and One (1) Hispanic male.

- The **minimally qualified Hispanic male** met all of the required qualifications, however, he did not have previous coaching and/or playing experience at the Division I/II level.

Nine (9) applicants were determined to be qualified and were considered finalists: Five (5) White males and Four (4) Black males. There were no goal candidates remaining in the pool as the goals for Black males were achieved.

One (1) White Male and One (1) Black Male were hired for this position.

- The **selected White male** met all the required and preferred qualifications. As an assistant coach at Rider University for the past ten (10) seasons, he has been a major contributor to the success of their basketball program, and he successfully articulated to the selection committee how his experience at Rider would benefit CCSU as well as its men's basketball program. While at Rider he actively participated in the recruitment, budgeting and scheduling processes, which are valuable assets to CCSU's newly hired coach. He demonstrated his knowledge and familiarity with CCSU's program, clearly articulating what he believed need to be accomplished in order to turn the basketball program around. He knew the players, their strengths and weaknesses, and has a proven track record of assisting in building a program at this level.
- The **selected Black male** met all the required and preferred qualifications. He has acquired assistant coaching experience at Rider University as well as at several Division I schools, during his career, which spans over fifteen (15) years. In response to interview questions, he successfully demonstrated his recruitment experience, the contacts he has made, and how those contacts would assist in finding the necessary recruits to build a more successful basketball program at CCSU. He was well versed in the history of the men's basketball program, provided insight and information on what he believed was necessary to improve the performance of the team.

4. Assistant Softball Coach (C16-008)

Selection: One (1) White Male

CCSU invites applications for a full-time Assistant Softball Coach in the Department of Intercollegiate Athletics. The successful candidates will be responsible to assist in the organization and administration of all aspects of the Women's Softball program under the direction of the Head Softball Coach. Responsibilities include, but are not limited to, designing and implementing a training program for softball program, recruitment and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- One year of coaching and/or three years of playing experience at the collegiate level in Softball or equivalent (In lieu of collegiate level coaching or playing experience, a combination of coaching experience at the high school and playing experience at the college, professional or national team level will be considered).
- An understanding of NCAA rules compliance
- Commitment to serving a diverse student body

Preferred Qualifications

- Experience with recruiting, skill instruction, training development, and administrative responsibilities in Softball
- Excellent organization and communication skills

Advertisements and/or announcements were placed in DAS website, NCAA News; NACWA, and NACDA.

Fifty-eight (58) individuals applied for this position: Ten (10) White males; Thirty-nine (39) White females; Two (2) Black males; Four (4) Black females; Two (2) Hispanic males; and One (1) Hispanic female.

Six (6) applicants were determined to be not qualified: Two (2) White males; One (1) White female; Two (2) Hispanic males; and One (1) Hispanic female.

- The two **non-qualified Hispanic males** did not meet the required coaching/playing experience.

Thirty-five (35) applicants were found to be minimally qualified: Four (4) White males; Twenty-six (26) White females; Two (2) Black males; and Three (3) Black females. Black male goals were achieved in C16-046.

- The **first Black female** met the required qualifications; however, did not possess coaching at the collegiate level, and her experience was limited to volunteer work for less than six-months. Her professional coaching experience was limited to three (3) years at the high school level. Due to her limited coaching experience, she did not possess experience with recruiting athletes, NCAA regulations, and administrative responsibilities in Softball at the collegiate level.
- The **second Black female** met the required qualifications; however, did not possess coaching at the collegiate level. Her professional coaching experience was limited to one year club coaching of high school players. Due to her limited coaching experience, she did not possess experience with recruiting athletes, NCAA regulations, and administrative responsibilities in Softball at the collegiate level.
- The **third Black female** met the required qualifications; however, her coaching experience was limited to one season as a student coach. Due to her limited coaching experience, she did not possess experience recruiting athletes, NCAA regulations, and administrative responsibilities in Softball at the collegiate level.

Seventeen (17) applicants were determined to be qualified and were considered finalists: Four (4) White males; Twelve (12) White females; and One (1) Black female.

One (1) White male was hired for this position.

- The **selected White male** met the required and preferred qualifications, has experience as a Division 1 coach and athlete, and has served for two (2) years as an assistant CCSU coach. As a high school Head Baseball Coach for ten (10) seasons he successfully built a program that is highly respected in

the region for its competitiveness and character, and has mentored athletes through the NCAA clearinghouse and recruiting process thus demonstrating his knowledge of NCAA rules and academic requirements. He held a senior management role with Little League Baseball Incorporated, which also includes girls' softball under the umbrella of operation. During the interview, he demonstrated and articulated the requisite acumen for the position on multiple fronts and was confident in his demeanor and ability to articulate his thoughts to the search committee. He was impressive in his presentation when questioned about a recruitment scenario and successfully demonstrated his understanding and ability to implement recruitment outreach programs; and as a coordinator of travel ball teams has regional as well as national contacts due to his experiences. Additionally, his discussion of his techniques for coaching infielders and instructing hitters was unmatched.

- The **non-selected Black female** met the required and preferred qualifications. She shared her competitive playing experience while enrolled at her alma mater which earned her accolades and recognition; and appeared to be enthusiastic when responding to interview questions. When asked to provide further details concerning her experience, she readily admitted her inexperience in recruiting and administrative responsibilities, an area of need for this position.

5. Women's Head Golf Coach (C15-075)

Selection: One (1) White Female

CCSU invites applications for the position of Head Coach of Women's Golf in the Department of Intercollegiate Athletics. The successful candidate will be responsible for the organization, administration, and competitive success of the women's golf program. Responsibilities include, but are not limited to, recruitment, retention, and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC, and University rules and regulations and active participation in fund raising initiatives.

Successful candidates will display a commitment to the overall educational experience of student-athletes through their academic and competitive success, community engagement and developing them as leaders in life. The Head Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and university. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body. This is a full-time, ten (10) month appointment with University benefits.

Required Qualifications

- Bachelor's degree
- Three years of college coaching in the sport of golf **or** a combination of five years of experience as a college coach/student athlete in the sport of golf, PGA Professional, teaching pro or playing pro in golf
- Understanding of NCAA rules compliance
- Ability to act as a mentor, especially for female student-athletes

Preferred Qualifications

- Experience with skill instruction, practice/game development, and administrative responsibilities in the sport of women's golf
- Excellent organization and communication skills

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, *higheredjobs.com*, *NCAA News*, *CTPGA*, *NACWA*, *PGA of America*, and *the State of Connecticut web posting*.

Fifteen (15) individuals applied for this position: Nine (9) White males; Five (5) White females; and One (1) Hispanic female.

Six (6) applicants were determined to be not qualified: Five (5) White males and One (1) White female.

Zero (0) applicants were found to be minimally qualified.

Nine (9) applicants were determined to be qualified and were considered finalists: Four (4) White males; Four (4) White females; and One (1) Hispanic female.

One (1) White Female was hired for this position.

- The **selected White female** met the required and all of the preferred qualifications, and impressed the selection committee with her composure, preparedness, and experience. It was evident that she had not only researched CCSU as a college, the CCSU Athletics' Department and Women's Golf team, but the Northeast Conference as well. She made her career in golf, has played collegiate golf at a Division I school- Illinois State University, and was inducted into its Sports Hall of Fame; and possess experience with building both the men's and women's golf teams at Albertus Magnus College. She has proven success as a teacher, coach and possess all of the tools that the College was seeking in their next women's gold coach. Her philosophy on how to build the CCSU Women's Golf Program was convincing, detailed, and presented in a logical manner. She has several local ties or contacts in the golfing community and an in-depth understanding of junior golf in the Northeast Region.

There were no goal applicants in the pool.

6. Men's Head Golf Coach (C15-074)

Selection: One (1) White Male

Central Connecticut State University invites applications for the position of Head Coach, Men's Golf in the Department of Intercollegiate Athletics. The successful candidate will be responsible for the organization, administration, and competitive success of the Men's Golf Program. Responsibilities include, but are not limited to, recruitment, retention, and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC, and University rules and regulations and active participation in fund raising initiatives. Successful candidates will display a commitment to the overall educational experience of student-athletes through their academic and competitive success, community engagement and developing them as leaders in life. The Head Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and the university. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body. This is a full-time, ten (10) month appointment with fringe benefits.

Advertisements and/or announcements were placed in DAS website, NCAA News, CTPGA, NACDA, and PGA of America.

Required Qualifications

- Bachelor's degree

- Three years of college coaching in the sport of golf **or** a combination of five years of experience as a college coach/student athlete in the sport of golf, PGA Professional, teaching pro or playing pro in golf.
- Understanding of NCAA rules compliance
- Ability to act as a mentor

Preferred Qualifications

- Experience with recruiting, skill instruction, practice/game development, and administrative responsibilities in the sport of men's golf
- Excellent organization and communication skills

Sixteen (16) individuals applied for this position: Sixteen (16) White males. There were no goal candidates in the applicant pool.

Six (6) applicants were determined to be not qualified: Six (6) White males

One (1) applicants were found to be minimally qualified: One (1) White male

Nine (9) applicants were determined to be qualified and were considered finalists: Nine (9) White males

One (1) White male was hired for this position.

The **selected White male** met the required and preferred qualifications. He was extremely confident when answering all of the questions from the selection committee, and provided detailed responses particularly concerning his recruiting plan. His plan would focus in New England and he would work through his contacts in the US Challenge Cup Junior Golf Association and the Connecticut State Junior Golf Association. The committee rated his fundraising plan for the golf program as "excellent," as it would focus on designing albums of PGA professionals and how they could be used by reaching out to all former players to solicit donations. He successfully provided an explanation of the NCAAS APR, and demonstrated his understanding of the importance of the academic standards at the Division 1 level.

No goal candidates in this applicant pool.

7. Assistant Women's Basketball Coach (C16-050)

Selection: White Female

CCSU invites applications for a full-time Assistant Women's Basketball Coach in the Department of Intercollegiate Athletics. The successful candidate will be responsible to assist in the organization and administration of all aspects of the Women's Basketball program under the direction of the Head Women's Basketball Coach. Responsibilities include, but are not limited to, designing and implementing a training program for the basketball program, recruitment and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund-raising events. The full-time Assistant Women's Basketball Coach will be expected to work cooperatively and effectively with the staff and personnel of the Department and the University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree
- One year collegiate playing or coaching experience in the sport of women's basketball

- Proven track record of NCAA compliance and academic integrity
- Experience serving a diverse student body

Preferred Qualifications

- Collegiate coaching or playing experience at the division 1, 2, or 3 levels in the sport of women's basketball
- Experience in one or more of the following: recruitment of athletes, coordinating schedules and travel arrangements, and/or experience in fundraising
- Advertisements and/or announcements were placed in DAS website, the *NCAA News*, the Women's Basketball Coaches Association (WBCA), Hoopdirt.com, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

One Hundred (100) individuals applied for this position: Thirty (30) White males; Thirty-one (31) White females; Twelve (12) Black males; Nineteen (19) Black females; Three (3) Hispanic males; Two (2) Hispanic females; One (1) Other male; One (1) Unknown male; and One (1) Unknown female.

Thirty-Nine (39) applicants were determined to be not qualified: Twelve (12) White males; Ten (10) White females; Eight (8) Black males; Five (5) Black females; Two (2) Hispanic males; One (1) Other male; and One (1) Unknown female.

- Of the **five (5) non-qualified Black females, four (4)** submitted incomplete applications, three without cover letters and one without references; and the **fifth Black female** did not meet the collegiate coaching or playing experience.
- Of the **two (2) non-qualified Hispanic males, one** submitted an incomplete application (no cover letter) and the **second candidate's** application was intended for another position.
- The **non-qualified Other male** did not have a bachelor's degree.
- The **non-qualified Unknown female** submitted an incomplete application (no references).

Forty-Two (42) applicants were found to be minimally qualified: Thirteen (13) White males; Fourteen (14) White females; Two (2) Black males; Nine (9) Black females; One (1) Hispanic male; Two (2) Hispanic females; and One (1) Unknown male.

- Of the **nine (9) minimally qualified Black females, the first and second** did not possess one (1) year collegiate playing or coaching experience in the sport of women's basketball; **the third through the eighth** had basketball experience as players but they did not have any coaching experience; and, the **ninth had** only one (1) year of Division II coaching experience and no experience as a player.
- The **minimally qualified Hispanic male** has Division II coaching experience, however, his area of focus is on strength and conditioning, not an area of need for that sport. There was no mention of his experience as a player or having recruitment experience.
- The **minimally qualified Unknown male** did not have any recent coaching experience since 2000, and did not have basketball experience as a player.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Five (5) White males; Seven (7) White females; Two (2) Black males; and Five (5) Black females

Since the primary responsibility of this position is recruitment of athletes, the selection committee decided to interview the most qualified individuals directly responsible for recruitment of student athletes specific to the New England area and those with more than two years of both coaching and playing experience.

One (1) White Female was hired for this position.

- The **selected White female** met the required qualification of having collegiate coaching or playing experience with four years of playing and six years of coaching experience. Under her leadership as an Assistant Coach the women's basketball, her team won the NE-10 Conference tournament and advanced to the NCAA Division II National first round game which is demonstrative of her proven track record of NCAA compliance. Prior to serving at a college for the last three years, she spent one season as a full-time coach, and volunteered for a season at another college. Her day-to-day responsibilities ranged from administrative team travel, meal planning, academics, etc. to scout preparation for practices and games. In the past year alone, she was responsible for the preparation of 23 out of 24 scouting reports. Her experience with the video exchange platform Synergy (film breakdown) is advanced, as evident by the preparation needed for preparing scouting reports. She has experience presenting scouting reports of diverse student athletes in the classroom (film work) and on the court; and she is knowledgeable in the area of recruitment in both the Northeast and Mid-Atlantic regions. When asked to explain how she would take two minutes in a first time call with a recruit to pitch CCSU, she spoke directly to the PSA, inquired about what major the recruit was interested in, psychology, and further discussed the various program offered by CCSU.
- The **first non-selected Black female** met the required qualifications; however, she has no playing experience. While in her written materials, she indicated seven years of coaching experience and it was later determined that she has less than two years of professional coaching experience at the Division III level. Her responses were not detail-oriented. When asked to provide a two (2) minute pitch when making a first time recruiting call, she offered limited details and did not speak of CCSU's location which should have been included in her discussion. In addition, she stated that she could learn from CCSU's coaches, as opposed to describing what she has to offer and could bring to the table. While she indicated that she had recruitment experience in her resume, in her interview it was discovered that it is limited to the Midwest region and she has none in the New England area.
- The **second non-selected Black female** met the required qualification, and has experience at the Division I and Division II levels, as an assistant coach and/or player. As an assistant coach, her primary responsibilities include organizing team travel, managing film exchange and scouting, game scheduling, ensuring NCAA and PSAC compliance, practice planning, pre-and-post-season regimen development, and on-court coaching. Her response to a mock two minute first time phone call to a recruit was void of depth and details; she simply indicated that she would like to invest in the recruit as a person, appreciate her talent, and help set the recruit on the right path. This response left the selection committee seeking more information as she did not take advantage of the opportunity to connect her response to CCSU's basketball program, academic offerings or location.
- The **third non-selected Black female** met the required qualifications, and has Division III coaching experience, and Division I playing experience. Her most recent experience in the sport has been as a video coordinator. Her last coaching experience was as an assistant coach at Division III College, where she served as interim head coach for two small stints. When asked to provide the mock pitch to interview on a first time recruiting call, her role play indicated to the interviewers she had done some research on CCSU. While her resume included potential in the recruitment area, she has no off campus recruiting experience outside the Michigan area.
- The **fourth non-selected Black female** met the required qualifications. She has Division III coaching experience, as well as Division I playing experience. She successfully demonstrated her knowledge and experience of the game and understanding relative to what an athlete must have to produce at the Division I level. Although data related to CCSU's student population and the College's location was incorporated in her mock pitch, there was no evidence of her having recruiting experience in the New England area. In addition, she spent much of her interview describing what she does in her current position as opposed to focusing in on her strengths as a coach.

- The **fifth non-selected Black female** met the required qualifications. She has Division III coaching experience, as well as Division I playing experience. According to her, while serving as an assistant coach, she performed all aspects of recruitment, including acting as recruiting coordinator; video exchange, practice planning scouting, and organizing team travel. In her mock recruiting pitch, she provided generic responses including that CCSU is in a great state, has so many majors, has a small student ratio, and students have an opportunity to foster great relationships with the professors. However, the fact that she does not have much experience presenting scouts to the team was supported by her references, who reported that she “was getting better at it but still felt she needed more work.” Her interview did not demonstrate her ability to use Synergy which is the College’s method of film exchange.

PROFESSIONAL/NON-FACULTY

Hiring Goals

- 5 White males
- 2 Black females
- 4 Other males
- 4 Other females

1. Server Administrator Chad Albert

Selection: One (1) White Male

This employee’s position went from part-time to full-time within the scope of the bargaining agreement. There were no other applicants.

This met the first of five White male goals for the university.

2. Assistant Director of Development—Annual Giving

Selection: White Male

Per the State University Organization of Administrative Faculty (SUOAF) collective bargaining agreement this position was advertised internally to all state-wide members. He was the only applicant for the position.

One (1) White male was hired for the position. This hire met the second of five White male goals for the university.

3. Associate Director for CACE

Selection: White Male

Per the State University Organization of Administrative Faculty (SUOAF) collective bargaining agreement this position was advertised internally to all state-wide members.

Twelve (12) individuals applied for this position: Two (2) White males; four (4) White females; One (1) Black male and Two (2) Black females; Two (2) Unknown males; and One (1) Unknown female.

Zero (0) applicants were found to be not qualified.

Seven (7) applicants were found to be minimally qualified: Three (3) White females; One (1) Black female; Two (2) Unknown males; and One (1) Unknown female.

Five (5) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) White female; One (1) Black male; and One (1) Black female.

One (1) White male was hired for this position. This hire met the third of five (5) White male goals for the university.

4. Coordinator of Capital Projects and Facilities Planning (C16-011)

Selection: One (1) White Male

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Diversejobs.net*, *Career Builder*, *Department of Labor job bank*, *Hartford Chapter of Women in Construction*, *Permanent Commission on the Status of Women in Construction* and *higheredjobs.com*.

Fourteen (14) individuals applied for this position: Eleven (11) White males; Two (2) White females; and One (1) Unknown male.

Nine (9) applicants were determined to be not qualified: Seven (7) White males and Two (2) White females.

Zero (0) applicants were found to be minimally qualified.

Five (5) applicants were determined to be qualified and were considered finalists: Four (4) White males and One (1) Unknown male.

One (1) White male was hired for this position. This hire met the fourth of five (5) White male goals for the university.

5. Manager in Institute for Municipal and Regional (C15-061)

Selection: One (1) White Male

Advertisements and/or announcements were placed in DAS website, the *Connecticut Law Tribune*, the Connecticut Bar Association, the American Bar Association, and the National Association of Sentencing Commissions.

Thirty-five (35) individuals applied for this position: Fifteen (15) White males; Eleven (11) White females; Three (3) Black males; Three (3) Black females; Two (2) Hispanic males; and One (1) Hispanic female.

Twenty-five (25) applicants were determined to be not qualified: Ten (10) White males; Seven (7) White females; Three (3) Black males; Three (3) Black females; and Two (2) Hispanic males.

Four (4) applicants were found to be minimally qualified: One (1) White male; and Three (3) White females.

Six (6) applicants were determined to be qualified and were considered finalists: Four (4) White males; One (1) White female; and One (1) Hispanic female.

One (1) White male was hired for this position. This hire met the fifth and final affirmative action White male goal for the university.

6. Associate Director of Recruitment and Admissions (C16-002)

Selection: One (1) Hispanic male

Central Connecticut State University invites applications for a full-time, Associate Director of Admissions in the Office of Recruitment and Admissions. The successful candidate, under the direction of the Director, will be responsible for all phases of admissions: coordination and supervision of, as well as participation in, travel and recruitment, correspondence and follow-up with prospective students, and coordination of special projects. The Associate Director will assist in strategic planning and management

of the overall admissions program and acts in the absence of the Director. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree
- Four years (FTE) of professional level experience in (college/university) admissions Commitment to serving students from non-traditional and diverse backgrounds

Preferred Qualifications

- Experience in conceptualizing, planning, and implementing admissions, recruitment, evaluation, and yield activities
- Experience training and supervising staff members on issues related to admission and recruitment
- Exceptional skills in oral and written communication with varied constituencies, including prospective applicants, parents, high school counselors, alumni, faculty and other staff
- Valid driver's license and flexibility for travel in the North East and availability to work evenings and occasional weekends
- Computer proficiency including Microsoft Office Suite, social media, student information systems (Banner) and the use of computerized databases and related data analysis

Advertisements and/or announcements were placed in DAS website, the Chronicle of Higher Education, Career Builder, NEACAC, Hispanic Outlook, Common Application list serve, New England Transfer Association list serve, NECBEC list serve, and higheredjobs.com.

Sixty-nine (69) individuals applied for this position: Fourteen (14) White males; Twenty-five (25) White females; Eight (8) Black males; Nine (9) Black females; Two (2) Hispanic males; Five (5) Hispanic females; Two (2) Other females; Two (2) Unknown males; and Two (2) Unknown females.

Fifty-two (52) applicants were determined to be not qualified: Eight (8) White males; Nineteen (19) White females; Eight (8) Black males; Six (6) Black females; One (1) Hispanic male; Four (4) Hispanic females; Two (2) Other females; Two (2) Unknown males; and two (2) Unknown females.

- Of the **six (6) Black female** applicants, **the first four** did not submit complete applications (no references), and **the fifth and sixth** did not possess the four years of college admissions experience.
- **Two (2) Other females** did not possess four years of college admissions' experience.
- **Two (2) Unknown males** did not possess four years of college admissions' experience.
- Of the **two (2) Unknown female** applicants, **the first candidate** did not possess four years of college admissions experience and the **second candidate** did not submit a complete application (no references).

Four (4) applicants were found to be minimally qualified: Two (2) White females; One (1) Black female; and One (1) Hispanic female.

- The **minimally qualified Black female** met the required qualifications but did not have supervisory experience of staff in the admission office nor the flexibility to travel.

Thirteen (13) applicants were determined to be qualified and were considered finalists: Six (6) White males; Four (4) White females; Two (2) Black females; and One (1) Hispanic male.

One (1) Hispanic male was hired for this position.

- The **selected Hispanic male** met the minimum and preferred qualifications including strategic planning and marketing. He had (13) years of admissions experience in all areas, and for the last

five, he served as Director of Admissions of a diverse student body for a traditional undergraduate program which provided him the opportunity to work with students and families from many backgrounds. He has over five years of supervising all levels of employees in an admissions office. In addition, he understands how to recruit students from both rural and inner city areas. Throughout the interview, he communicated ideas effectively, provided relevant examples, and maintained eye contact. His presentation was creative, thoughtful, organized, and well researched. While he radiated with confidence, he also displayed a humble demeanor. This applicant successfully demonstrated an understanding of assessment, data reporting, of his ability to build teams, and to problem solve by seeking mutually beneficial outcomes. While working as a supervisor for eight years, he supervised both professional and support staff and developed a supportive and collaborative leadership style.

- The **first Black female** applicant met the minimum and five preferred qualifications; however, she did not have experience in the area of strategic planning and marketing. When asked to detail her experience her only response was that she would look at other institutions for ideas. In addition, she did not have any support staff supervisory experience and was not able to offer any conflict resolution or team building strategies.
- The **second Black female** met the minimum and five of the preferred qualification. She possessed knowledge of enrollment goals and numbers specifically related to multi-cultural populations. While she has eleven (11) years of admission's experience, she has not worked in admission in the last five years. Her supervisory experience was limited to providing lead work to graduate assistant, part-and student workers. Additionally most of her admissions experience is limited to recruiting. Her presentation was well researched and creatively delivered related to her travel experience, her ability to design marketing materials, conflict resolution skills, and of her supportive leadership style.

7. Coordinator of School-Community Partnerships (C16-013)

Selection: One (1) White Female

CCSU invites applications for a full-time, Coordinator of School–Community Partnerships in the School of Education and Professional Studies. The incumbent of this position assists the Assistant Dean for School–Community Partnerships and Assessment within the School of Education and Professional Studies (SEPS) with the coordination of School–Community partnerships. This position coordinates and facilitates outreach efforts to public school districts for the purpose of securing student teaching assignments, ensuring that all State mandates are met, districts' placement procedures are followed, and necessary documentation is provided to district facilitators.

Required Qualifications

- Bachelor's degree
- Teacher certification in one of the teacher preparation areas offered within the School of Education and Professional Studies (SEPS)
- Three years teaching experience in the certification area
- Experience working in higher education, and working collaboratively with university and clinical faculty, and K-12 school administrators and teachers
- Strong oral and written communication skills
- Ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently
- Ability to travel to relevant local school districts and other settings to support SEPS initiatives
- Familiarity with the Connecticut State Department of Education teacher preparation regulations

- Familiarity with the Council for Accreditation of Educator Preparation (CAEP), formerly NCATE accreditation standards
- Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)
- Demonstrated commitment to working with culturally, ethnically and linguistically diverse student body

Preferred Qualifications

- Master's degree
- Experience with inclusive education
- Experience with a variety of education settings such as urban, rural, or alternative schools
- Evidence of active participation in professional organizations.

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Diversejobs.net*, and *higheredjobs.com*.

Twenty-six (26) individuals applied for this position: One (1) White male; Seventeen (17) White females; Two (2) Black males; Two (2) Black females; Two (2) Hispanic females; One (1) Other male; and One (1) Unknown female.

Eighteen (18) applicants were determined to be not qualified: One (1) White male; Twelve (12) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic female; and One (1) Other male.

- The **non-qualified Black female and Other male applicants** submitted incomplete application packages which were missing a copy of the required certification.

Zero (0) applicants were found to be minimally qualified.

Eight (8) applicants were determined to be qualified and were considered finalists: Five (5) White females; One (1) Black female; One (1) Hispanic female; and One (1) Unknown female.

One (1) White female was hired for this position.

- The **selected White female** met the required qualifications, possess a Master's degree, and submitted a complete application package which contained the required certification. She possess three years teaching experience in the School of Education and Professional Studies area, twelve (12) years' experience as an advisor to post baccalaureate students and adjunct professor at CCSU, and has served six (6) months in the interim position as Coordinator of School-Community Partnerships. Her responses to questions demonstrated she understood the role of clinical faculty in student teaching; and she has completed basic Teacher Education and Mentoring Program (TEAM) training for mentor teachers, and then completed advanced training to serve as a TEAM evaluator. In addition, in her interview responses, she accurately identified how TEAM and SEED evaluations overlap and their impact on students.
- The **non-selected Black female** met the required qualifications, possess a Master's degree, and submitted a complete application package containing the required certification. Her cover letter and resume offered conflicting information about the amount of higher education experience she has. During the interview, she referred extensively to a university and referred to a College as her current place of employment, yet there was no mention of either employer on her resume. She stated she was not familiar with the University's accreditation process and failed to demonstrate her experience with TEAM or AZ equivalent. Based upon her responses to questions it was apparent that she was not prepared and had not done any research to successfully define TEAM as a state mandated program that involves both mentoring and assessment of new teachers.

- The **non-selected Unknown female** met the required qualifications, possess a Master’s degree, and submitted a complete application package containing the required certification. It was evident by her responses to interview questions that she was not familiar with state certification requirements and had not completed sufficient research to describe the matter. She described the TEAM experience as “indirect experience” or as what she was getting from teacher colleagues and did not have direct experience with TEAM. She has not completed the TEAM or BEST program as a new teacher. When asked about how school districts handle student teaching, rather than answer the question she focused on the need for school districts to get cooperating teachers trained and district options for newly hired teachers.

8. Contract Compliance Specialist (C16-016)

Selection: One (1) Hispanic Male

CCSU invites applications for a full-time, Contract Compliance Specialist in the Business Services Department. The successful candidate will manages contract compliance for all contracts originating from CCSU including negotiation, preparation, and contract oversight to ensure proper controls over contracting procedures and contribute to sound fiscal and administrative management. Candidates are expected to be committed to multiculturalism and working with a diverse campus community.

Required Qualifications

- Bachelor’s Degree or certification as a paralegal and a combination of experience and training to include university education in accounting, purchasing management, financial management or a relevant business or public administration concentration
- Three or more years related experience in business, purchasing and/or contract law and administration
- Demonstrated ability to develop complex and involved contracts, negotiate these contracts with vendors and service providers, and manage and monitor contracts in accordance with their terms and conditions, State and Federal statutes and regulations, Attorney General Guidelines, system policies and State Code of Ethics
- Knowledge of the basic principles of risk management and insurance programs including safety and loss control techniques
- Demonstrated experience in developing Requests for Proposal (RFP’s) and other such justification documents
- Demonstrated knowledge of applicable State and Federal statutes, and procurement best practices.
- Demonstrated ability to manage the work of support staff
- Ability to use personal computers and associated software (Microsoft Suite, i.e., Word, Excel and Outlook preferred)
- Excellent interpersonal skills
- Commitment to serving a diverse campus community

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Knowledge of basic principles of contract law including the ability to read and understand legal documents
- Excellent oral and written communication skills

Advertisements and/or announcements were placed in Career Builder, *Diversejobs.net*, and *higheredjobs.com*.

Forty (40) individuals applied for this position: Ten (10) White males; Fifteen (15) White females; One (1) Black male; Six (6) Black females; Three (3) Hispanic males; One (1) Hispanic female; One (1) Other male; One (1) Other female; One (1) Unknown female; and One (1) Unknown unknown.

Thirty-four (34) applicants were determined to be not qualified: Eight (8) White males; Fifteen (15) White females; Four (4) Black females; Two (2) Hispanic males; One (1) Hispanic female; One (1) Other male; One (1) Other female; One (1) Unknown female; and One (1) Unknown unknown.

- Of the **four non-qualified Black females**, the **first** submitted an incomplete application packet; the cover letter and list of references were missing; the **second and third** did not meet the required qualifications of having experience developing contracts, developing RFPs, managing support staff, and having knowledge of basic principles of insurance and procurement best practices; and, the **fourth** did not meet the required qualification of having experience developing contracts, and having knowledge of basic principles of insurance and of procurement best practices.
- The **non-qualified Other male** submitted an incomplete application packet; the cover letter and list of references were missing.
- The **non-qualified Other female's** application packet provided no evidence of her possessing three years' experience in business, purchasing and/or contract law; and experience developing contracts and RFPs, knowledge of procurement best practices, and managing support staff.
- The **non-qualified Unknown female** submitted an incomplete application (missing references).
- The **non-qualified Unknown unknown's** application provided no evidence of having knowledge of basic principles of insurance, knowledge of procurement best practices; and experience developing RFPs.

Zero (0) applicants were found to be minimally qualified.

Six (6) applicants were determined to be qualified and were considered finalists: Two (2) White males; One (1) Black male; Two (2) Black females; and One (1) Hispanic male.

One (1) Hispanic male was hired for this position.

- The **selected Hispanic male** met all required and preferred qualifications. He maintained a confident and professional manner during the interview; and when questioned indicated that he has four years of direct work experience in the total contracting process including: obtaining the initial request; drafting and issuing the RFP/RFQ; receiving and reviewing bids; drafting, executing and negotiating the terms of contracts; overseeing contract compliance of the contract after execution. He has about three years of direct contract and legal experience. He is well versed in all aspects of contract law. Although his experience in the area of state procurement best practices is mostly with Puerto Rican statutes, rules and regulations, however in his capacity there, he worked to ensure adherence to compliance with state rules and regulations. He indicated he was responsible for close to one-hundred (100) contracts. As an attorney in law offices and legal clinics, he had the opportunity to work with a diverse group of people, including the underprivileged community. Also, his long and short term goals are geared toward building the best contracts, promoting higher education, and bringing the best services to the students and campus community. He has more than twenty (20) years' experience working with MS Office Suite. While not a required qualification his juris doctorate in corporate and business law were considered an asset.
- The **first non-selected Black female** met all required and preferred qualifications. This candidate appeared as confident, experienced, well prepared, and professional in her presentation before the interview committee. While she has only one year of direct contract review and oversight, she demonstrated her familiarity with procurement, contracting language and terminology. Her contract experience includes small, simple constructs all the way up to construction contracts, with

most of her experience working with Connecticut contracts. She was responsible for approximately twenty-five (25) contracts and has worked with a variety of people and organization and is very comfortable working in a diverse environment. She is well versed in the use of MS Office (Word) and Banner. When asked to detail her procurement experience, she expressed her desire to concentrate on it and possibly obtain a certification in procurement; however she said her strength lied more in the RFP/RFQ process and not in the entire contracting process.

- The **second non-selected Black female** met all required and preferred qualifications. She has only one (1) year directly related experience in business, purchasing and/or contract law and administration, plus three years' experience in the field of business contract law. As a paralegal, she worked with contracts for and from both State and private clients, including large State of Connecticut contracts, from the drafting stage through execution. She is familiar with contract terminology, contracting requirements, and has approximately fifteen (15) years of experience using MS Word. In the area of procurement, her answers to questions demonstrated that she was familiar with procurement contracting language and processes.

9. College Health Nurse (C16-019)

Selection: White Female

Central Connecticut State University invites applications for a full-time College Health Nurse in the Student Wellness Services Department. The successful candidate will provides professional nursing care to the University population. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The incumbent must maintain current licensure and certification during duration of employment.

Required Qualifications

- State of Connecticut RN licensure
- Three years of nursing experience
- Commitment to serving a diverse student body

Preferred Qualifications

- BSN degree
- Nursing experience in an educational setting or working with young adults
- Experience working with electronic health records
- Ability to communicate in a professional and respectful manner with patients and their families, co-workers and physician
- Proven ability to work in a team as well as independently

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Hispanic Outlook*, *Diversejobs.net*, and *higheredjobs.com*.

Sixty-Two (62) individuals applied for this position: Three (3) White males; Forty-one (41) White females; Eleven (11) Black females; Two (2) Hispanic females; One (1) Other male; Two (2) Other females; and Two (2) Unknown females

Thirty-four (34) applicants were determined to be not qualified: Three (3) White males; Twenty (20) White females; Four (4) Black females; Two (2) Hispanic females; One (1) Other male; Two (2) Other females; and Two (2) Unknown females.

- Of the **four (4) non-qualified Black female** applicants, the **first, second and third Black females** submitted incomplete application packets which were missing both a cover letter and the list of

references. The **fourth Black female** submitted an incomplete application (missing a list of references).

- The **non-qualified Other male** applicant did not meet the minimum requirement of having three (3) years' nursing experience.
- Both of the **non-qualified Other females'** application packets were incomplete; the **first** did not include her resume and list of references, and the **second** did not contain her list of references.
- **Two (2) non-qualified Unknown female** applicants submitted incomplete application packet as they did not include their list of references.

Ten (10) applicants were found to be minimally qualified: Eight (8) White females and Two (2) Black females

- The **first minimally qualified Black female** met required qualifications; however, she did not have a BSN and work experience in an educational setting or serving young adults.
- The **second minimally qualified Black female** met the required qualifications; however, she did not have a BSN, nursing experience in an educational setting, and experience working with electronic health records.

Eighteen (18) applicants were determined to be qualified and were considered finalists: Thirteen (13) White females and Five (5) Black females

One (1) White Female was hired for this position. Another White female with over 30 years of nursing experience including working in a college setting was offered the position but she declined it.

- The **selected White female** met the required and all of the preferred qualifications including working at the University of Connecticut. She has over 28 years of BSN nursing experience in a variety of medical, surgical, and critical areas. She has almost 27 years' experience working with children and young adults; currently she is working at an educational institution. She has worked at the Department of Public Health, Connecticut Children's Medical Center, and the University of Connecticut Health Center. She emerged as a more prominent candidate due to her eleven (11) years of experience working in emergency rooms and her triage skills. Through her emergency room experience and at a private school, she gained the required experience of working with electronic health records. Her experience in emergency, triage, and ambulatory medicine was evident in her response to the triage question, asking her to evaluate three walk-in student with urgent care needs. Her response was impressive as she prioritized the emergent needs of all three from the one that was most critical to the one that presented as less critical. It was prefaced with the importance of observing all three patients to get a quick overview and identified which student was in the most distress. As a nurse esthetician, she has performed microdermabrasion with mini-facial, skin assessment, set up and assisted in minor surgical procedures, and photo imaging using the Mirror system. Skin conditions are prevalent among the college populations.
- The **first non-selected Black female** met the required and all of the preferred qualifications. Based upon her fourteen (14) years of nursing experience, working in various community settings and with a diverse population of individuals, she was invited to interview. Her interview was unsuccessful as she failed to respond to two of the four interview questions. For example, when asked to address the rewards versus challenges college students face, she completely neglected to provide an answer asked and instead started to address other issues. She almost has no experience in urgent, ambulatory or emergency medicine which likely contributed to her inability to provide a strategic and detailed response to the triage question. For example, her responses focused on her experience as a college student rather than addressing the challenges college students face today.

- The **second non-selected Black female** met the required qualifications; however, she did not have a BSN and had nine years of nursing experience with no experience at an educational setting. She failed to thoroughly answer questions and on multiple occasions, she had to be probed by the interviewers to elaborate and provide more details. The committee did not think she fully responded to the questions, particularly the triage question. In this response, she provided very short, non-specific, generalized response. She was unable to identify the priority of the emergency situation and had to be prompted to give additional information and her final response did not meet the standard of care needed for these situations. Her triage nursing experience primarily focused on drug and alcohol rehabilitation.
- The **third non-selected Black female** met the required qualifications and she has a BSN, experience working with electronic health records, and experience working at an educational setting. She has less than three years of nursing experience, all in high school settings and has no experience in urgent, ambulatory or emergency medicine. This lack of experience likely contributed to her inability to provide a detailed and strategic response to the triage question. For example, her assessment was focused on a young adolescent versus a college-aged patient whose health condition may be affected by alcohol or drug abuse. She failed to transition her experience to serving a college age population.
- The **fourth non-selected Black female** she met required and she has BSN; however, her experience with electronic health records is limited to transitioning paper to electronic records. While she has experience with young adults her experience is not at an educational setting. Even with probing by the committee, she failed to respond to two of the four questions. Her lack of experience with urgent, ambulatory, or emergency medicine may have contributed to her ability to provide a strategic and detailed response to the triage question. For example, she provided a general response and failed to prioritize the care each student would require and who would be seen first, second, and third.
- The **fifth non-selected Black female** met the required and all of the preferred qualifications. She holds a BSN and has 13 years' experience as a registered nurse serving as a telephone case manager for Connecticut; nurse at a staffing agency; and at long term care facility. She has also served as a per diem (part-time) nurse in an emergency room setting. In spite of her emergency room experiences, she had difficulty responding to the question regarding the challenges of working with college age students, her focus was on the experience of transitioning from a high school student to a college student, rather than the challenges faced in a college environment. In spite of her emergency experience, she had to be probed in answering the question about triaging three sick students in a timely manner and prioritize each situation. She failed to provide a strategic and detailed response to the triage question.

10. Major Gifts Associate (C15-026)

Selection: One (1) White Female

CCSU invites applications for a full-time Major Gifts Associate in Institutional Advancement. The successful candidate will be responsible for developing and implementing programs to identify, cultivate, solicit, and receive major gifts for the School of Education and Professional Studies. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The Associate:

- Identifies, cultivates, and solicits major gifts in support of the University's needs and programs, including, but not limited to endowment and capital projects.
- Interacts with responsible staff of funding sources to determine their priorities for donations and gifts and inform them of relevant University projects.

- Assist in determining needs of faculty and staff, and developing appropriately articulated programs to meet University needs.
- Drafts and edits gift proposals for presentation to individuals, corporations, and foundations.
- Coordinates visits and other contacts between the University and prospective funding sources.
- Contributes to the Principal and Planned Gifts effort by creating annual strategic and tactical plans of operation.
- Supports the department's moves management program.
- Monitors the status of projects for which gifts are received and completes appropriate reporting and communications with funding sources to assure continued good relations.
- Analyzes and reports on results of all solicitations.
- Writes and prepares fundraising presentations and proposals for solicitation of major gift prospects.
- Prepares marketing materials as appropriate for publications, promoting and soliciting major gifts.
- Assists with events as needed.

Required Qualifications

- Bachelor's degree
- Three years of development experience with at least two years of major gifts experience
- Thorough understanding of all approaches and techniques used in the development process, including prospect identification, relationship building, solicitation and stewardship
- Proven track record of closing gifts
- Excellent verbal and written communication skills
- Technologically proficient with the use of fundraising software systems, Microsoft Office Suite, and social media
- Ability to interact and work with individuals from diverse communities

Preferred Qualifications: Master's degree

Advertisements and/or announcements were placed in DAS website, the Hartford Courant (web), CASE.org, *Diversejobs.net*, *Career Builder.com*, *Chronicle.com*, and *HigherEdJobs.com*.

Twenty-five (25) individuals applied for this position: Two (2) White males; Fourteen (14) White females; Four (4) Black males; Two (2) Black females; Two (2) Hispanic females; and One (1) Unknown female.

Nineteen (19) applicants were determined to be not qualified: One (1) White male; Nine (9) White females; Four (4) Black males; Two (2) Black females; Two (2) Hispanic females; and One (1) Unknown female.

- The **two (2) non-qualified Black female** and the **non-qualified Unknown female** applicants did not meet the minimum qualification of having three (3) years development experience with at least two (2) years of major gifts giving experience.

Two (2) applicants were found to be minimally qualified: Two (2) White females.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) White male; and Three (3) White females. No goal candidates remain in this pool.

One (1) White female was hired for this position.

- The **selected White female** met the minimum requirements and possess more than twenty-five (25) years of professional fundraising experience. She has worked in the education and healthcare fields, managed the annual appeal for a cancer center, and has a proven track record of closing gifts. As a

member of the University of Connecticut Athletic Department Fund staff, she assisted in the elevation of UCONN Athletics where she obtained major gift experience working with donor contribution from \$1,000 to \$100,000 annually. In that role, she provided support for all aspects of fundraising from cultivating and soliciting donors to managing a staff of student employees, and contributed to the success of the development fund which raised over one (1) million dollars each year. She actively participated in fundraising stewardship and recognition for major gifts, by developing donor recognition programs.

There were no goal candidates remaining in the pool.

11. Associate Director and IELP Coordinator in Center for International Education (C15-065)

Selection: One (1) White Female

Central Connecticut State University invites applications for a full-time, Associate Director/Intensive English Language Program Coordinator in the Center for International Education. The successful candidate will direct all aspects of Intensive English Language Program (IELP), ensuring appropriate academic integrity and financial solvency. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree in English, TESOL or related field
- Three years mid-level professional administration experience in English as a Second Language programs
- Demonstrated ability to develop and manage a budget
- Demonstrated ability to develop and implement marketing programs
- Effective communication and computer skills

Preferred Qualifications

- Experience administering TESOL programs
- Willingness to travel abroad
- Demonstrated experience with internal and external constituencies
- Supervisory experience

Advertisements and/or announcements was placed in *The Chronicle of Higher Education*, *Diversejobs.net*, *Region XI Listserv*, *TESOL Listserv*, and *Higheredjobs.com*; and sent to the National Association for Foreign Student Advisors (NAFSA), and Teaching English as a Second Language International Education (TESOL).

Thirty-Nine (39) individuals applied for this position: Six (6) White males; Twelve (12) White females; Three (3) Black males; Two (2) Black females; One (1) Hispanic male; Three (3) Hispanic females; Three (3) Other males; Four (4) Other females; Two (2) Unknown males; and Three (3) Unknown females.

Thirty-one (31) applicants were determined to be not qualified: Four (4) White males; Nine (9) White females; Three (3) Black males; One (1) Black female; One (1) Hispanic male; Three (3) Hispanic females; Three (3) Other males; Three (3) Other females; One (1) Unknown male; and Three (3) Unknown females.

- The **non-qualified Black female** submitted an incomplete application packet (missing list of references).
- The **non-qualified three (3) Other males and three (3) Other females** did not possess three (3) years mid-level professional administrative experience in an English as a Second Language Program, and

their application packets did not demonstrate their ability to develop and manage a budget and to develop and implement marketing programs.

- The non-qualified **Unknown male** did not address his ability to develop and manage a budget, and to develop and implement marketing programs.
- Of the **three non-qualified unknown females**, the **first** submitted an incomplete application packet (no list of reference; the **second** did not have the three (3) years mid-level professional administrative experience in an English as a Second Language Program and, the **third** failed to demonstrate her ability to develop and manage a budget and to develop and implement marketing programs.

Two (2) applicants were found to be minimally qualified: One (1) White male and One (1) Black female.

- The **minimally qualified Black female** met the required qualifications. Although she expressed a willingness to travel abroad, demonstrated her experience with internal and external constituencies, she did not have supervisory experience and her involvement in TESOL programs was not at the administrative level.

Six (6) applicants were determined to be qualified and were considered finalists: One (1) White male; Three (3) White females; One (1) Other female; and One (1) Unknown male.

One (1) White Female was hired for this position.

- The **selected White Female** met all of the required and qualifications. She possess experience with grants, and has technology savviness which can assist in the area of marketing and recruiting for the sustenance of the Intensive English Language Program (TESOL), and demonstrated her ability to work with diverse group of students, faculty, and stakeholders, while at the same time communicate her vision without being intrusive. Through her technological and project management experience she developed the skills to be project driven and focused, take initiative, and be creative. As a pioneer in the field she developed a program that established the process involved in mentoring new faculty, as well as a process for developing and improving curriculum which is the first of its kind in the United Arab Emirates. She has lived abroad and has digitized a paper magazine and her delivery of course materials, and demonstrated her global perspective towards work and understanding related to the underlining skills required to implement projects.
- The **non-selected Other female** met all of the required and three of the preferred qualifications. She was familiar with grant writing and spoke from the perspective of a student, faculty, and administrator when interviewing. While her responses to interview questions were appropriate, they were unnecessarily lengthy and extended beyond the expected response time. Her interview demonstrated her ability to multitask, collaborate, and her knowledge related to faculty development and professional terminologies. One of her references was unable to verify her administrative capability, commented on her broad range of international experience, but was unable to rate her work ethics. In addition, her reference expressed a concern about the applicant's inability to communicate her ideas effectively and to listen to instructions.
- The **non-selected Unknown male** met all of the required and preferred qualifications. Although he meet the qualifications, his experience within the context of administering TESOL programs was for brief periods of time, one (1) or less years, and consisted of multiple at least four (4) different employers. In addition, he does not possess recruiting and budget management experience.

12. Assistant Registrar Internal Search

Selection: White Female

Per the State University Organization of Administrative Faculty (SUOAF) collective bargaining agreement this position was advertised internally to all state-wide members

Eight (8) individuals applied for this position: One (1) White male and Seven (7) White females. There were no goal candidates in the applicant pool. The goals for White males were previously achieved.

One (1) applicant was determined to be not qualified: One (1) White female.

Zero (0) applicants were found to be minimally qualified.

Seven (7) applicants were determined to be qualified and were considered finalists: One (1) White male and Six (6) White females.

One (1) White female was hired for this position.

- The **selected White female** met the required and has advanced Banner registration and accounts receivable modules and reporting software. She has over 20 years of experience in the Connecticut Colleges and Universities system.

13. Director of Environmental Health and Safety Internal Search

Selection: White Female

Per the State University Organization of Administrative Faculty (SUOAF) collective bargaining agreement this position was advertised internally to all state-wide members.

One (1) individual applied for this position: One (1) White female.

One (1) applicant was determined to be qualified and was considered finalist: One (1) White female.

One (1) White female was hired for this position.

- The **selected White female** met the required qualifications.

14. CSU Administrative Assistant

A **White female** transferred from the Connecticut State Colleges and Universities system office to a vacant CSU administrative assistant (management confidential) position at CCSU in lieu of lay off. There were no other applicants.

15. Access and Security Coordinator

Per the State University Organization of Administrative Faculty (SUOAF) collective bargaining agreement this position was advertised internally to all state-wide members.

One (1) individual applied for this position: One (1) White male.

One (1) White male was hired for this position.

- The **selected White male** met the required qualifications and he was performing similar job duties at Western Connecticut State University.

SECRETARIAL CLERICAL (Excluding Administrative Assistant and Secretary 2)

Hiring Goals

4 White males

1 Black female

2 Other females

1. Clerical – Clerk Typist (Recruitment and Admissions) C15-069

Selection: One (1) Black Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) Black female was hired for this position.

- The **selected Black female** was the only candidate for this position as she had been laid off from the University of Connecticut. This hire was made in accordance with subsequent contractual/reemployment rights.

One (1) Black female was hired for this position. This hire met the Black female goal for the university.

2. Clerical – Collection Agent (Bursar) PT to FT

Selection: One (1) White Female

The selected White female went from part-time to full-time in her current position. This hire was made in accordance with the collective bargaining rights. There were no other applicants in the pool.

3. Clerical- Office Assistant (Registrar’s Office) RH-1

Selection: One (1) Black Female was hired.

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) Black female was hired for this position.

- The **selected Black female** was the only candidate for this position as she had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

4. Clerical-Office Assistant (Register’s Office) RH-2

Selection: One (1) Black Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) Black female was hired for this position.

- The **selected Black female** was the only candidate for this position as she been laid off. This hire was made in accordance with subsequent contractual/reemployment rights.

5. Clerical-Secretary 1 (Student Wellness) RH-3

Selection: One (1) White Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) White female was hired for this position.

- The **selected White female** was the only candidate for this position as she had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

Hiring Goals

1 Black female

1 Other female

1. Administrative Assistant-(Institutional Research and Assessment) RH-1

Selection: One (1) Black Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) Black female was hired for this position.

- The **selected Black female** was the only candidate for this position as she had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

This hire met the Black female goal for the university.

SECRETARIAL CLERICAL/SECRETARY 2

Hiring Goal

1 Black male

1. SECRETARY 2-Education Leadership/Literacy-C15-071

Selection: One (1) Hispanic Female

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Administrative Clerical Union.

Sixteen (16) individuals applied for this position: Two (2) White males; Eight (8) White females; Three (3) Black females; Two (2) Hispanic females; and one (1) Other female. There were no Black male goal candidates in the applicant pool.

Seven (7) applicants were determined to be not qualified: Two (2) White males; Three (3) White females; one (1) Black female; and One (1) Other female.

Zero (0) applicants were found to be minimally qualified.

Nine (9) applicants were determined to be qualified and were considered finalists: Five (5) White females; Two (2) Black females; and Two (2) Hispanic females.

One (1) Hispanic female was hired for this position.

- The **selected Hispanic female** met the required qualifications and held permanent status in the class as a Secretary 2. She was well prepared for the interview and presented herself in a very professional manner. When describing her Excel and database experience, she answered all interview questions with no difficulty, and included specific examples of projects using a variety of software. Also, she possess experience working with confidential information, and provided detailed examples of her ability to prioritize work and her ability to work under a deadline. Her responses to questions demonstrated an ease and familiarity with the thoughtful management of interruptions.

There were no Black male goal candidates in the pool.

2. SECRETARY 2-International Education-C15-068

Selection: One (1) Hispanic Female

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Administrative Clerical Union.

Eighteen (18) individuals applied for this position: Two (2) White males; Eight (8) White females; Three (3) Black females; Three (3) Hispanic females; and Two (2) Other females. There were no Black male goals in the applicant pool.

Eight (8) applicants were determined to be not qualified: Two (2) White males; Four (4) White females; One (1) Black female; and One (1) Other female.

Zero (0) applicants were found to be minimally qualified.

Ten (10) applicants were determined to be qualified and were considered finalists: Four (4) White females; Two (2) Black females; Three (3) Hispanic females; and, One (1) Other female.

One (1) Hispanic female was hired for this position.

- The **selected Hispanic female** met all required qualifications. When asked whether she has experience working in a culturally diverse educational environment she described her experience in the Institutional Advancement office at a comparable institution. In this role, she has experience working for multiple professional staff, travel authorizations, coordinating events, customer service skills and has the ability to multi-task in a fast-paced environment. Additionally, she has experience with database management and budgeting and reporting.

There were no Black male goal candidates in the pool.

3. SECRETARY 2-Philosophy – C16-044

Selection: One (1) White female

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Administrative Clerical Union.

Fourteen (14) individuals applied for this position: One (1) White male; Seven (7) White females; Four (4) Black females; and Two (2) Hispanic females. There were Black male goal candidates in the applicant pool.

Six (6) applicants were determined to be not qualified: Two (2) White females and Four (4) Black females.

Zero (0) applicants were found to be minimally qualified.

Eight (8) applicants were determined to be qualified and were considered finalists: One (1) White male, Five (5) White females; and Two (2) Hispanic females.

One (1) White female was hired for this position.

- The **selected White female** met the required qualifications and held permanent status in the class as a Secretary 2. She had prior experience providing secretarial support to the CCSU Dean of Graduate Studies and the Graduate Studies Office. She has experience with course registrations, Banner, the printing and reviewing of transcripts, student appeals, conditional admissions, change of grade forms and faculty load reports.

There were no Black male goal candidates in the pool.

4. Secretary 2-Department of Educational Leadership, Policy and Instructional Technology and Literacy

Selection: One (1) White Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) White female was hired for this position.

- The **selected White female** was the only candidate for this position as she had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

5. **Secretary 2 - School of Education and Professional Studies - RH-2**

Selection: One (1) White Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) White female was hired for this position.

- The **selected White female** was the only candidate for this position as she been laid off. This hire was made in accordance with subsequent contractual/reemployment rights.

6. **SECRETARY 2- School of Engineering, Science and Technology -RH 3**

Selection: One (1) Black Female

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) Black female was hired for this position.

- The **selected Black female** was the only candidate for this position as she had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

7. **Secretary 2- Physical Education & Human Performance**

A **White female** who transferred to another agency during the 2014/2015 AA Plan period failed her working test period, returned to CCSU into her previous Secretary 2 position per the collective bargaining agreement. There were no other applicants in the pool

TECHNICAL/PARAPROFESSIONAL

Hiring Goals

- 3 White females
- 1 Black male
- 1 Hispanic female
- 1 Other Male

No hires in this category.

PROTECTIVE SERVICES

Hiring Goals

- 4 White males
- 1 White female
- 1 Hispanic female
- 1 Other male

No hires in this category.

SKILLED CRAFTS

Hiring Goals

- 1 Black male
- 1 Hispanic male
- 1 Other male

No hires in this category.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hiring Goals

- 1 White female
- 1 Black male
- 1 Hispanic male
- 1 Hispanic female
- 1 Other male

1. Service Maintenance-Maintainer (Facilities Management) C15-024

Selection: One (1) Black Male

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Maintenance and Service Union as required by contract.

Eight-eight (88) individuals applied for this position: Fifty-six (56) White males; Nineteen (19) Black males; Ten (10) Hispanic males; One (1) Hispanic female; One (1) Other male; and One (1) Unknown male.

Twenty (20) applicants were determined to be not qualified: Eight (8) White males; Five (5) Black male; Five (5) Hispanic males; One (1) Hispanic female; and One (1) Other male.

Forty-four (44) applicants were found to be minimally qualified: Thirty-one (31) White males; Nine (9) Black males; Three (3) Hispanic males; and One (1) Unknown male.

Twenty-four (24) applicants were determined to be qualified and were considered finalists: Seventeen (17) White males; Five (5) Black males; and Two (2) Hispanic males.

One (1) Black male was hired for this position. This met an affirmative action Black male goal for the university.

2. Service Maintenance-Power-Plant Operator (Energy Center) C15-059

Selection: One (1) White Male

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Maintenance and Service Union as required by contract.

Five (5) individuals applied for this position: Four (4) White males; and One (1) Black male. There were no goal candidates in the applicant pool.

Two (2) applicants were determined to be not qualified. Two (2) White males.

Zero (0) applicants were found to be minimally qualified.

Three (3) applicants were determined to be qualified and were considered finalists: Two (2) White males; and One (1) Black male.

One (1) White male was hired for this position.

The **White male** hire met all the required qualifications. He has thirty-five years of experience as a Power Plant Operation. His experience consisted of operating re-heat boiler, turbine generators, and high-voltage switch gears.

An affirmative action goal was met with the hire of a Black male in search number C15-024. There are no remaining goals for Black male.

3. Service Maintenance- General Trades Worker (C15-066)

Selection: One (1) White Male

Advertisements and/or announcements were placed in DAS website, CCSU's Website, all CCSU Departments for posting, Maintenance & Service Union as required by contract, and local towns and agencies.

Sixty-Eight (68) individuals applied for this position: Fifty-five (55) White males; Seven (7) Black males; and Six (6) Hispanic males.

Twenty-One (21) applicants were determined to be not qualified: Fifteen (15) White males; Three (3) Black males; and Three (3) Hispanic males.

- The **first non-qualified Hispanic male** did not meet the general requirement of having four (4) years' experience in one (1) or more trade areas. The **second and third non-qualified Hispanic males** were deemed not qualified since they submitted incomplete application packets which did not include two (2) professional references.

Nineteen (19) applicants were found to be minimally qualified: Fourteen (14) White males; Three (3) Black males; and Two (2) Hispanic males.

- Of the **two minimally qualified (2) Hispanic males**, the **first** candidate met the required qualifications but did not possess five (5) or more years' experience in either carpentry, electrical or plumbing, and did not have experience making estimates of time, personnel, and material required on assigned tasks and the **second** candidate met the required qualifications but did not have experience making estimates of time, personnel and materials needed on assigned tasks.

Twenty-Eight (28) applicants were determined to be qualified and were considered finalists:

Twenty-Six (26) White males; One (1) Black male; and One (1) Hispanic male.

One (1) White Male was hired for this position.

- The **selected White Male** met the required qualifications, possess five (5) or more years' experience in either electrical, carpentry, or plumbing, and had experience making estimates of time, personnel, and materials on assigned tasks. His responses to all of the interview questions were detailed and complete, and contained the steps involved when responding to selected maintenance issues. He successfully described the process required when changing out flushometer parts, including relieving pressure, shutting off the stops, loosening the gasket/diaphragm, spuds, reassembling, and checking for leaks. Additionally, he demonstrated his experience with fire alarm systems, discussed how he would respond to a student room that did not have heat; and accurately identified the purpose of a P trap under a sink as stopping sewer gas from traveling up through a system.

- The **non-selected Hispanic male** met the required qualifications and possess five (5) or more years' experience in either electrical, carpentry, or plumbing, and had experience making estimates of time, personnel, and materials on assigned tasks. He agreed to the scheduled interview date, however, on the morning of the date scheduled he sent an email indicating he was unable to attend due to "work." In response to his email, he was contacted and asked if he would like the interview to be rescheduled, however he never responded.

The hire of a Black male search number C15-024 met the remaining goals for Black male.

4. Service Maintenance- General Trades Worker

Selection: One (1) White Male

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) White male was hired for this position.

- The **selected White male** was the only candidate for this position as he had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

SERVICE MAINTENANCE/CUSTODIANS

Short-Term

- 1 Black male
- 2 Black females
- 1 Hispanic male
- 2 Other males

Long-Term

1. Service Maintenance – Custodian

Selection: One (1) White Male

Due to state-wide lay-offs, this hire was made in accordance to contractual rights. One (1) White male was hired for this position.

- The **selected White male** was the only candidate for this position as he had been laid off from another state of CT agency. This hire was made in accordance with subsequent contractual/reemployment rights.

PROMOTIONAL GOALS ANALYSIS

EXECUTIVE/ADMINISTRATIVE (EE01)

Promotional Goal

1 White Female

1. Chief Information Officer (C16-017)

Selection: One (1) White Female

Advertisements and/or announcements were placed in DAS website, the *Chronicle of Higher Education*, *Diversejobs.net*, *higheredjobs.com*, Educause, Hartford Courant, CT Department of Labor Job Bank, Permanent Commission on the Status of Women, and CT Technology Council.

One Hundred Nineteen (119) individuals applied for this position: Sixty-four (64) White males; Eight (8) White females; Seven (7) Black males; One (1) Black female; Five (5) Hispanic males; One (1) Hispanic female; Fifteen (15) Other males; One (1) Other female; Twelve (12) Unknown males; One (1) Unknown female; Four (4) Unknown\unknowns.

Eighty-One (81) applicants were determined to be not qualified: Forty (40) White males; Four (4) White females; Five (5) Black males; One (1) Black female; Four (4) Hispanic males; One (1) Hispanic female; Nine (9) Other males; One (1) Other female; Eleven (11) Unknown males; One (1) Unknown female; Four (4) Unknown/unknowns.

Nineteen (19) applicants were found to be minimally qualified: Twelve (12) White males; Three (3) White females; One (1) Black male; Three (3) Other males.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Twelve (12) White males; One (1) White female; One (1) Black male; One (1) Hispanic male; Three (3) Other males; and, One (1) Unknown male.

One (1) White Female was hired for this position. This met an affirmative action goal for the university.

FACULTY (EEO2)

In this category, the American Association of University Professors (AAUP) Collective Bargaining Agreement (Article 4.11) governs promotions. The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship, including publications, and service to the University. A faculty member who wishes to be considered for promotion must submit notification in writing to the department chairperson as well as the Department Evaluation Committee (DEC) Chairperson by the deadline stated in the contract. The faculty member's portfolios are reviewed and evaluated by the DEC, the appropriate dean, and the Promotion and Tenure Committee (P&T), with each making a recommendation based on the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement. These recommendations are then sent to the President and pursuant to Article 4.11.14, the President makes recommendations for promotion and/or tenure to the Board of Trustees, based on the criterion noted above. If the President determines that the faculty member's portfolio has not met the criterion set forth in the Collective Bargaining Agreement, that faculty member is not recommended for promotion and/or tenure. This procedure for granting promotions is conducted on an annual basis.

A. PROFESSOR

Promotional Goals

11 White females

6 Other males

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.**

B. ASSOCIATE PROFESSOR

Promotional Goals

1 Black male

2 Black female

1 Hispanic female

1 Other female

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.

Four (4) were denied: 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.**

C. ASSISTANT PROFESSOR

No promotional goals were established.

D. Coaching/Athletics

No promotional goals were established.

PROFESSIONAL/NON-FACULTY (EEO3)

No promotional goals were established.

SECRETARIAL CLERICAL (EEO 4)

A. SECRETARIAL CLERICAL (Excluding Administrative Assistant and Secretary 2)

No promotional goals were established.

B. SECRETARIAL CLERICAL/ADMINISTRATIVE ASSISTANT

No promotional goals were established.

There was one (1) promotion that occurred in this category: 1 White female

One (1) White female was reclassified from Secretary 2 to Administrative Assisting within her position. There were no other applicants nor goal candidates.

C. SECRETARIAL CLERICAL/SECRETARY 2

No promotional goals were established.

Technical/Para Professional (EEO 5)

No promotional goals were established.

Protective Services (EEO 6)

No promotional goals were established.

Service Maintenance (EEO 7)

A. SERVICE MAINTENANCE/Skilled Craft-Residual

No promotional goals were established.

B. SERVICE MAINTENANCE/CUSTODIANS

No promotional goals were established.

C. SERVICE MAINTENANCE/Service Residual

Promotional Goal

1 White Female

Service Maintenance-Lead Custodian (Facilities Management) C15-023

Selection: One (1) White Males

Advertisements and/or announcements were placed in DAS website, CCSU's HR Website and all Departments for posting, and sent to the Maintenance and Service Union as required by contract.

Thirty-two (32) individuals applied for this position: Sixteen (16) White males; One (1) White female; One (1) Black males; Nine (9) Hispanic males; Two (2) Hispanic females; One (1) Other male; and, Two (2) Unknown males.

Nine (9) applicants were determined to be not qualified: Five (5) White males; One (1) Black male; one (1) Hispanic male; One (1) Hispanic female; and, One (1) Other male.

Twenty-two (22) applicants were found to be minimally qualified: Ten (10) White males; One (1) White female; Eight (8) Hispanic males; One (1) Hispanic female; and Two (2) Unknown males.

- All candidates deemed minimally qualified, including the **White female goal candidate**, did not have contractual rights to the position per the collective bargaining agreement. According to the collective bargaining agreement, candidates from within CCSU and/or the Board of Regents are

afforded first interview and the right of first refusal. The minimally qualified **White female** met the qualifications; however, was not a CCSU or BOR employee.

One (1) applicant was determined to be qualified and were considered finalists: One (1) White male

- The **selected White male** candidate met the required qualifications and was a custodian at CCSU. He had 13 years' experience as a custodian with the BOR, including 11 years at CCSU. This candidate also had 15 years of supervisory experience in retail and customer service settings.

One (1) White male was hired for this position.

III. PROGRAM

The Office of Diversity and Equity focused its recruitment activities on those areas where difficulties are identified. The ODE collaborated with Human Resources, SUOAF/ AFSCME Minority Recruitment and Mentoring Committee (MRMC), and AAUP Minority Recruitment and Retention Committee (MRRC) to target alternative recruitment sources, develop creative strategies, and explore new avenues in order to facilitate the achievement of the 2014-15 established goals. In addition, the University will continue to evaluate its comprehensive recruitment initiatives in light of the above stated program goal.

It is important to note that with the current economic downturn and circumstances, most of the Universities hiring activities were severely curtailed. Thus, many planned hiring and recruitment, which would have provided the University with the opportunity to meet its hiring/affirmative action goals, were not realized.

The Office of Diversity & Equity expanded its recruitment activities in an effort to recruit qualified personnel in those areas where difficulties were identified. The Office worked with Human Resources, SUAOF/AFSCME Minority Recruitment and Mentoring Committee (MRMC), and AAUP Minority Recruitment and Retention Committee (MRRC) to increase targeted recruitment sources in order to facilitate achievement of the established hiring goals for the 2014-2015 Affirmative Action Plan. The Office, in conjunction with MRRC and MRMC, continued to explore all available avenues to expand its recruitment efforts and continue implementation of the University's comprehensive recruitment initiative.

In its efforts to expand its recruitment activities, the University continues to require that all search committees identify their recruitment sources and activities that they intend to utilize during the search process. In many other instances, the Office of Diversity and Equity has advised and required that search committees utilize more sources of advertisement or extend searches in order to develop larger and more varied applicant pools.

In collaboration with the Office of Human Resources, the search process manual was updated, new advertising sources identified, and a new process of doing search charges (search committee training) was developed.

Summary of Achievement of 2015-2016 Goals

Goal	Description of Goal	Progress towards Goal
Goal 1	Recruitment and Equitable Search Process	
	<p>1. 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 area are also areas that need improve improvement in their diversification of applicants.</p>	<p>This problem area was improved during the reporting period. Out of the two positions open to the public, the university recruited a diverse applicant pool, including goal candidates and achieved one goal out of the two. For all classified positions, during the reporting period Human Resources sent notifications to local recruiting sources.</p>
	<p>2. Develop a process to collect demographic applicant data on the internal search process for SUOAF positions in the Professional Non-Faculty Category, as outline in the SUOAF-AFSCME Collective Bargaining Agreement. Update search and hiring manual to reflect this new process.</p>	<p>During the reporting period, ODE worked with hiring managers to collect demographic information when positions were filled through the SUOAF internal process. ODE gathered this data in all six searches filled through this process. While a practice has now been established, the office is currently working on the updates to reflect this new practice in the hiring and search manual.</p>
	<p>3. Implement a formal search charge process for classified searches.</p>	<p>This was achieved during the reporting period. All classified search committees received a search charge prior to receiving applicant information.</p>
Goal 2	Training	
	<p>1. Now that we have developed the training database, an analysis will be conducted to identify full-time employees who need to complete required training programs.</p>	<p>This analysis was conducted and over 90% of our workforce has completed the mandated Diversity Training and 85% of our workforce has completed Title IX training (including sexual harassment prevention). During the reporting period ODE trained 1311 employees (including some student employees): 294 participated in Diversity Training; 288 employees took an in-person Title IX training; 503 completed Title IX Refresher and 521 completed the on-line Title IX training program.</p> <p>During this upcoming reporting period we will continue to reach out to employees to fulfill this requirement.</p>

Goal	Description of Goal	Progress towards Goal
	<p>2. Given the new state and federal requirements related to sexual misconduct, sexual assault, and intimate partner violence, CCSU will develop and implement innovative training activities for all university employees and students to meet the annual training requirement.</p>	<p>ODE updated the three (3) hour Title IX training. We have developed a Title IX refresher to include gender identity/expression and addressed the accommodations that pregnant students must receive under Title IX. For full list of training completed during the reporting period see Internal Communication Section.</p> <p>Additionally, the University offered numerous opportunities for faculty, staff, and students to learn more about Title IX, including sexual and dating violence, and stalking. See Internal Communication Section for a full list of programs.</p>
	<p>3. Continue to provide online Title IX including sexual harassment training to all university employees including student workers.</p>	<p>85% of our workforce has completed Title IX training (including sexual harassment prevention). During the reporting period 288 employees took an in-person Title IX training; 503 completed Title IX Refresher and 521 completed the on-line Title IX training program.</p> <p>Additionally, 3502 students completed one of two on-line training programs (Workplace answers or SVPP).</p>
	<p>3. Given the current climate in the country, we need to expand or diversity training on race and color. This training will be developed and implemented during this plan year. We will also continue training on LGBT, disability and other pertinent matters.</p>	<p>During the reporting period, the ODE conducted five diversity training sessions on Race, Oppression, and Courageous Conversations. The sessions have received positive feedback and have added to the dialogue on Race. Additional sessions will continue throughout the upcoming reporting period. The ODE conducted six sessions focusing on the LGBTQ community. This will also be an offered option during the upcoming reporting period.</p>
Goal 3	Policy Development	
	<p>1. Update complaint procedure to conform to the new state and federal regulations.</p>	<p>The policies and procedures were reviewed and updated accordingly. Specifically, the ODE investigatory procedures were modified in June 15, 2016 to reflect changes regarding the notification of respondents and clarification regarding union representative versus a support</p>

Goal	Description of Goal	Progress towards Goal
		<p>person. See Policy and Complaint Procedure Sections for updated policies.</p> <p>The sexual misconduct policy was updated in June 16, 2016 to reflect BOR changes regarding Consent.</p>
	<p>2. Notify employees of the changes to the existing polices and the development of new policies</p>	<p>Employees have been notified of the policy changes and all new employees and employees without access to email (e.g., custodians) have received materials in paper copy reflecting the most policies. A notification of these policies is set to go out in January 2017 when classes resume after winter break.</p>
	<p>3. To meet Clery Act requirements, identify campus security authorities, provide training, and develop online Clery reporting form.</p>	<p>During the reporting period approximately 200 CCSU employees were identified as campus security authorities. Sarah Dodd, Office of Victim Advocacy, worked with IT to develop and launch an online training program via Blackboard learn, the university's online course delivery system. Due to technical difficulties, the training was not launched until September 2016.</p>
	<p>4. Conduct climate survey on Title IX issues for students and based on the outcome of the student survey, develop climate survey for employees to implement in AY 2016.</p>	<p>This survey was conducted fall 2015 and early spring 2016 and reached over 1000 students. The analysis is on-going and will be released during this upcoming reporting period.</p> <p>A copy of the survey and an initial analysis is included in the Internal Communication Section of the plan.</p>
Goal 4	Ensure Equal Access	
	<p>1. Establishment of the CCSU Affirmative Action Employee Advisory Committee.</p>	<p>The committee was identified during the spring summer 2016. The committee consists of 14 members and has two open seats. The first meeting took place early fall 2016 and second meeting is scheduled is scheduled on December 9, 2016 to review the AA Plan and goals, and have training on implicit bias.</p>

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
SECRETARY 2

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current Secretary 2 exam list or lateral transfers

Location: Recruitment and Admissions

Job Posting No: C16-023 (Include Job Posting Number in Cover Letter)

Hours: Monday through Friday, 8:00 A.M. to 5:00 P.M. with a 1 hour meal period

Salary: \$46,721 to \$61,096 annually (Salary Grade CL-16)
Candidates new to state service start at the minimum of the salary range

Closing Date: Wednesday, December 16, 2015

Eligibility Requirements: Candidates must have applied for and passed the Secretary 2 exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities: Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's/unit's policies and procedures; some knowledge of business math; interpersonal skills; ability to schedule and prioritize office workflow; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to the supervisor).

General Experience: Three (3) years' experience above the routine clerk level in office support or secretarial work.

Special Experience: One year of the General Experience must have been as a Secretary 1 or its equivalent.

Substitution Allowed: College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date that includes the following:

- 1) Cover letter specifying this Job Posting Number: (C16-023)
- 2) A completed State application (CT-HR-12) available at http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf
- 3) The names, titles and phone numbers of two current professional references
- 4) State employees attach copies of your two most recent performance appraisals

Incomplete application packages will not be accepted. Applications must be received by Human Resources before 5:00 p.m. on Wednesday, December 16, 2015, for consideration. Faxes will not be accepted. Send or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-832-0031)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference checks. Selection for employment is contingent upon satisfactory completion of the background investigation.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

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Chief Information Officer (C16-017)

Central Connecticut State University (CCSU) seeks applications for the Chief Information Officer (CIO) position. Reporting to the University President, the CIO will provide leadership, vision, oversight, planning and management of all aspects of information technology, including academic and administrative computing, the data center, telecommunications, data and voice networking, user support services, and technical aspects of e-learning and online education, both on- and off-campus. CCSU has an annual operating budget of approximately \$220 million and 1,000 full-time employees. The majority of the employees at CCSU are represented by employee unions.

Required Qualifications

- Bachelor's degree
- Six years of progressively responsible professional experience supervising personnel and managing multiple information technology units in an organization that is similar in scale to CCSU
- Broad range of relevant information technology experience to facilitate providing leadership in technical areas such as hardware, software, applications, data and system security, cloud computing, multi-media applications, e-learning tools, as well as experience working with industry best practices
- Excellent collaborative, communication and interpersonal skills
- Demonstrated understanding of a diverse customer base
- Commitment to affirmative action
- Commitment to quality and client-oriented service

Preferred Qualifications

- Master's degree in Computer Science, Management Information Systems, or a related field
- Ten or more years of relevant information technology professional experience managing multiple information technology units in an organization that is similar in scale to CCSU ideally with some experience at the director or CIO level
- Relevant professional experience in higher education
- Experience with strategic planning, budgeting, and fiscal management in a complex environment
- Experience managing a team of 15 or more full-time employees
- Experience working with a unionized staff
- Experience developing external sources of support and implementing entrepreneurial projects

Substantially comparable experience and/or credentials may also be considered.

The University: CCSU is one of four universities in the Connecticut State Colleges & Universities system. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." CCSU serves approximately 12,050 students - 9,900 undergraduates, and 2,150 graduates. CCSU is richly diverse: more than 25 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of approximately 70,000 people, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Art and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately two hours (by car) from both Boston and New York City.

Application and Appointment: For full consideration, applications must be received by 5:00 p.m., November 30, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs and electronically submit all of the following:

- Letter of interest addressing qualifications for the position, experience with the functional areas of responsibility required of this position (data center, telecommunications, data and voice networking, user support and technical aspects of e-learning), and salary requirements
- Current resume clearly identifying start and end date of each position
- Names of three current professional references (at least one supervisor and one direct report) with addresses, email addresses, phone numbers, and the nature of the relationship of the reference to you
- The most recent and relevant functional organizational chart identifying how your position fits in within the organization including your direct reports, unit/functions supervised and number of non-student workers in each unit/function

The University will not accept or consider paper or emailed applications, incomplete or late applications. For additional information, contact Ms. Charlene Casamento, Chief Financial Officer and CIO Search Chair, at 860-832-0033. Please ensure your Social Security Number and date of birth are not listed on any documents submitted.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer.

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
GENERAL TRADES WORKER

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: The Public

Location: Facilities Management

Job Posting No: C15-066 (Include Job Posting Number In Cover Letter)

Hours: Monday through Friday, 8 A.M. to 4:00 P.M. with a ½ hour meal period (37.5 hours per week)

Salary: \$21.67 Hourly

Closing Date: June 1, 2016

Examples of Duties: Performs highly skilled maintenance and/or construction work requiring the application of trade skills, codes, and standard trade practices in a variety of trade areas including but not limited to: electrical, plumbing, carpentry, HVACR, glazing, masonry, painting work, etc.; makes estimates of time, personnel, and material required on assigned tasks; keeps necessary records, performs related duties as required.

Knowledge, Skills and Abilities: Considerable knowledge of and ability to apply the standard tools, materials, methods and practices of a variety of trade areas; interpersonal skills; oral and written communication skills; ability to prepare estimates and keep shop records; some ability to utilize computer software.

General Experience: Four (4) years' experience in one or more trade areas.

Special Experience: Two (2) years of the General Experience must have been performing skilled trade functions in one or more trade areas. For State employees, this is interpreted at or above the level of Skilled Maintainer or Transportation Maintainer 2. Housekeeping, custodial, and food services duties will not be considered as qualifying experience.

Substitution Allowed: Graduation from a vocational/technical school with a diploma designating completion of subject requirements in a maintenance trade area may be substituted for two (2) years of the General Experience. Two (2) years of experience as a Qualified Craft Worker Intern may be substituted for the General and Special Experience.

Special Requirement: Incumbents in this class may be required to possess and retain appropriate current licenses, permits, and/or certifications.

Physical Requirement: Incumbents must have adequate physical strength, stamina, physical agility and visual and auditory acuity, and must maintain such physical fitness as to be able to perform the duties. A pre-placement physical examination and drug screening are required for this position.

Working Conditions: Incumbents in this class may be required to lift moderate to heavy weights; may be exposed to extreme weather conditions and to risk of injury from equipment. Incumbents in this class may be required to complete an asbestos removal program consistent with EPA guidelines for operations and maintenance and to use protective equipment such as respirators and safety goggles.

Note: The filing of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date and include the following:

- 1) Cover letter specifying this Job Posting Number: C15-066
- 2) Completed State application (CT-HR-12 - available at: http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf)
- 3) Names, titles and phone numbers of two current professional references.
- 4) State employees attach copies of your two most recent performance appraisals.

Incomplete packages will not be accepted. Applications must be postmarked by June 1, 2016. Faxes will not be accepted. Send cover letter, application and references to:

Human Resources
Davidson Hall - Room 119
Central Connecticut State University
1816 Stanley Street
New Britain, CT 06060

(Telephone: 860-832-1756)

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State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
MAINTAINER

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
POWER PLANT OPERATOR – ENERGY CENTER

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: The Public and State Employees
Location: Facilities Management
Job Posting No: C15-024
Hours: Saturday through Wednesday, 7 A.M. to 3 P.M. with a ½ hour meal period (37.5 hours per week)
Salary: \$15.56 Hourly
Closing Date: December 4, 2014

Grounds Care - Duties may include but are not limited to: Digs ditches; shovels materials such as sand, stone, dirt and snow; operates hand, small power equipment, mowers and attachments; cuts weeds or brush; weeds gardens; rakes fill, loam, grass or leaves; moves, loads, unloads and distributes supplies and equipment; cleans gutters, storm sewers and catch basins; plants, fertilizes and limes vegetables, lawns, flowers, shrubs, etc. with detailed instruction from supervisor; trims shrubs (does not include pruning); may supervise parking to enforce regulations; may operate and perform preventive maintenance and minor repairs on vehicles such as tractors, trailers, multiple power mowers, snow blowers and snow plows required in care of grounds, walks and roads; may sand and salt walkways; picks up litter; empties trash receptacles and maintains dumpster areas; performs related duties as required.

Eligibility Requirement: Open to the public for those meeting the General Experience and Requirements noted below, or State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities: Some interpersonal skills; some oral and written communication skills; ability to follow oral and written instructions; ability to learn policies and procedures; ability to operate, care for and perform minor maintenance on tools and equipment used in daily work; some ability in simple record keeping.

General Experience: Any experience and training which would provide the knowledge, skills and abilities listed above.

Special Requirement: Incumbents in this class may be required to possess appropriate current licenses or permits.

Physical Requirements: Employees appointed to positions in this class must have adequate physical strength, stamina, physical agility, and visual and auditory acuity, and must maintain such physical fitness as to be able to perform the duties of the class. A physical examination may be required.

Working Conditions: Incumbents in this class may be required to lift moderate to heavy weights and may be exposed to extreme weather conditions and risk of injury from equipment. Incumbents in this class may be required to complete an asbestos removal program consistent with EPA guidelines for operations and maintenance and use protective equipment such as respirators and safety goggles.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date and include the following:

- 1) Cover letter specifying this Job Posting Number: C15-024
- 2) Completed State application (CT-HR-12 – available at: http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf)
- 3) Names, titles and phone numbers of two current professional references.
- 4) State employees attach copies of your two most recent performance appraisals.

Incomplete packages will not be accepted. Applications must be postmarked by December 4, 2014. Faxes will not be accepted. Send cover letter, application and references to:

Human Resources
Davidson Hall – Room 119
Central Connecticut State University
1616 Stanley Street
New Britain, CT 06650
(Telephone: 860-832-1756)

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PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: State Employees / Candidates on a current examination list (See Eligibility Requirements)
Location: Facilities Management
Job Posting No: C15-059 (Include Job Posting Number in Cover Letter)
Hours: 3rd Shift, 11:00 p.m. to 7:00 a.m. with rotating days off (40 hours per week)
Salary: \$52,116 Annually / \$24.96 Hourly
Closing Date: June 1, 2015

Eligibility Requirement: State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer. Candidates must have applied for and passed the Power Plant Operator – Energy Center exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. Applicants will not have the opportunity to take the exam prior to the above closing date to qualify for this particular vacancy.

Knowledge, Skills and Abilities: Knowledge of theory and application of high pressure boilers, heat recovery steam generators, reciprocating engines and auxiliary systems; knowledge of industrial instrumentation and control systems; interpersonal skills; oral and written communication skills; ability to read and interpret piping and instrument diagrams, electrical one-line, schematic and logic diagrams; ability to apply some principles of physics, chemistry, thermodynamics, heat transfer, fluid flow and combustion; ability to utilize computer software.

General Experience: Three (3) years of experience in a cogeneration power plant or industrial setting including the operation, maintenance and repair of high pressure steam boilers, heat recovery steam generators or other mechanical equipment.

Substitutions Allowed: (1) Graduation from a vocational or technical school with a diploma in a related field may be substituted for two (2) years of the General Experience. (2) College training in mechanical engineering or a related field may be substituted for the General Experience on the basis of fifteen (15) semester hours equaling one-half (1/2) year of experience to a maximum of three (3) years for a Bachelor's degree.

Physical Requirements: (1) Incumbents in this class must have adequate physical strength, stamina, physical agility and visual and auditory acuity, and must maintain such physical fitness as to be able to perform the duties. (2) A physical examination may be required.

Working Conditions: Incumbents in this class may be required to lift moderate to heavy weights, use protective equipment such as respirators and safety goggles and may be exposed to significant levels of noise, dust, heat and risk of injury from equipment and/or environmental conditions.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date and include the following:

- 1) Cover letter specifying this Job Posting Number: C15-059
- 2) Completed State application (CT-HR-12 – available at: http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf)
- 3) Names, titles and phone numbers of two current professional references.
- 4) State employees attach copies of your two most recent performance appraisals.

Incomplete packages will not be accepted. Applications must be postmarked by June 1, 2015. Faxes will not be accepted. Send cover letter, application and references to:

Human Resources
Davidson Hall – Room 119
Central Connecticut State University
1616 Stanley Street
New Britain, CT 06650
(Telephone: 860-832-1756)

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State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
SECRETARY 2

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current Secretary 2 exam list
Location: The Center for International Education
Job Posting No: C15-068 (Include Job Posting Number in Cover Letter)
Hours: Monday through Friday, 8:00 A.M. to 5:00 P.M. with a 1 hour meal period (40 hours per week)
Salary: \$45,360 to \$59,316 annually (Salary Grade CL-16)
Effective July 1, 2015 salary range increases to \$46,721 to \$61,096 annually
(Candidates new to state service start at the minimum of the salary range)
Closing Date: Friday, June 26, 2015

Eligibility Requirements:

Candidates must have applied for and passed the Secretary 2 exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities:

Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's/unit's policies and procedures; some knowledge of business math; interpersonal skills; ability to schedule and prioritize office workflow; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to the supervisor).

General Experience:

Three (3) years' experience above the routine clerk level in office support or secretarial work.

Special Experience:

One year of the General Experience must have been as a Secretary 1 or its equivalent.

Substitution Allowed:

College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Preferred Experience: Experience working in a culturally diverse educational environment; Experience working under more than one supervisor and/or coordinating with several different units; Experience completing travel forms and coordinating special events; Experience in a fast-paced environment with excellent interpersonal and customer service skills; Experience using Microsoft Office applications including MS Word, Excel, Outlook and PowerPoint; Experience with databases including building queries and reports; Experience compiling information for statistical reports and maintaining budget-related information for reconciliation purposes. Prior experience working in an office dealing with immigration law and the ability to speak more than one language a plus.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions:

Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date that includes the following:

- 1) Cover letter specifying this Job Posting Number: (C15-068)
- 2) A completed State application (CT-HR-12) available at http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf
- 3) The names, titles and phone numbers of two current professional references
- 4) State employees attach copies of your two most recent performance appraisals

Incomplete application packages will not be accepted. Applications must be received by Human Resources before 5:00 p.m. on Friday, June 26, 2015 for consideration. Faxes will not be accepted. Send or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-832-0031)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference checks. Selection for employment is contingent upon satisfactory completion of the background investigation.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

The State of Connecticut is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
SECRETARY 2

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current Secretary 2 exam list or lateral transfers (see Eligibility Requirements)
Location: Philosophy
Job Posting No: C16-044 (Include Job Posting Number in Cover Letter)
Hours: 40 hours per week – Monday through Friday. Actual work schedule to be determined upon hire.
Salary: \$46,721 to \$61,096 annually (Salary Grade CL-16)
Candidates new to State service start at the minimum of the salary range.
Closing Date: Tuesday, February 16, 2016

Eligibility Requirements: Candidates must have applied for and passed the Secretary 2 exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities: Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's/unit's policies and procedures; some knowledge of business math; interpersonal skills; ability to schedule and prioritize office workflow; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to the supervisor).

General Experience: Three (3) years' experience above the routine clerk level in office support or secretarial work.

Special Experience: One year of the General Experience must have been as a Secretary 1 or its equivalent.

Substitution Allowed: College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date that includes the following:

- 1) Cover letter specifying this Job Posting Number: (C16-044)
- 2) A completed State application (CT-HR-12) available at http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf
- 3) The names, titles and phone numbers of two current professional references
- 4) State employees attach copies of your two most recent performance appraisals

Incomplete application packages will not be accepted. Applications must be received by Human Resources before 5 p.m. on Tuesday, February 16, 2016, for consideration. Faxes will not be accepted. Send or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-832-0031)

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AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

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State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
CLERK TYPIST

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: The Public
Location: Recruitment and Admissions
Job Posting No: C15-069 (Include Job Posting Number in Cover Letter)
Hours: 8:00 a.m. – 5:00 p.m. with a 1 hour meal period (40 hours per week)
May be required to work some nights & weekends
Salary: \$35,602/year, Effective July 1, 2015 starting salary increases to \$36,671/year (CL-10)
Closing Date: Friday, June 26, 2015

Knowledge, Skills and Abilities: Knowledge of office procedures including proper telephone usage and filing; knowledge of spelling, punctuation and grammar; skill in typing a variety of materials; basic interpersonal skills; basic oral and written communication skills; basic skill in performing arithmetical computations; ability to operate office equipment which includes personal computers, computer terminals and other electronic equipment; ability to perform basic clerical tasks such as coding, sorting, alphabetizing and numeric ordering.

General Experience: Six (6) months as a Typist or its equivalent. Graduation from high school with coursework in typing may be substituted for the General Experience required.

Preferred Experience: Experience working in a culturally diverse educational environment; Experience working in a fast-paced environment with excellent interpersonal and customer service skills; Experience working as the main point of contact for a Unit or Department, including answering multi-line telephones and greeting walk-in visitors; Experience working with confidential and time sensitive information.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions: Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date, which includes the following:

- 1) Cover letter specifying this Job Posting Number: (C15-069)
- 2) A completed State application (CT-HR-12) available at http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf
- 3) The names, titles and phone numbers of two current professional references
- 4) State employees must attach copies of your two most recent performance appraisals

Incomplete application packages will not be considered. Applications must be received by Human Resources before 5:00 p.m. on Friday, June 26, 2015 for consideration. Faxes will not be accepted. Mail or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-832-0031)

All candidates for employment at Central CT State University are subject to a pre-employment background investigation, including criminal background check, federal sanctions, and reference checks. Selection for employment is contingent upon satisfactory completion of the background investigation.

CCSU aggressively pursues a program of equal employment and educational opportunity and affirmative action. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
SECRETARY 2

PLEASE FOLLOW THE SPECIFIC APPLICATION FILING INSTRUCTIONS AT THE BOTTOM OF THIS PAGE!

Open To: Candidates on a current Secretary 2 exam list
Location: Educational Leadership, Policy and Instructional Technology / Literacy, Elementary & Early Childhood Education
Job Posting No: C15-071 (Include Job Posting Number in Cover Letter)
Hours: Monday through Friday, 8:00 A.M. to 5:00 P.M. with a 1 hour meal period (40 hours per week)
Salary: \$45,360 to \$59,316 annually (Salary Grade CL-16)
Effective July 1, 2015 salary range increases to \$46,721 to \$61,096 annually
(Candidates new to state service start at the minimum of the salary range)
Closing Date: Friday, June 26, 2015

The School of Education and Professional Studies seeks to fill a Secretary 2 vacancy. Duties and supervision for the position will be split between the two departments listed above.

Eligibility Requirements:

Candidates must have applied for and passed the Secretary 2 exam and be on the current certification list promulgated by the Department of Administrative Services for this classification. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer.

Knowledge, Skills and Abilities:

Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's/unit's policies and procedures; some knowledge of business math; interpersonal skills; ability to schedule and prioritize office workload; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to the supervisor).

General Experience:

Three (3) years' experience above the routine clerk level in office support or secretarial work.

Special Experience:

One year of the General Experience must have been as a Secretary 1 or its equivalent.

Substitution Allowed:

College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equaling one-half (1/2) year of experience to a maximum of two (2) years.

Preferred Experience: Experience working in a culturally diverse educational environment; Experience working under more than one supervisor and/or coordinating with several different units; Experience completing travel forms and coordinating special events; Experience in a fast-paced environment with excellent interpersonal and customer service skills; Experience using Microsoft Office applications including MS Word, Excel, Outlook and PowerPoint; Experience with databases including building queries and reports; Prior experience working with Taskstream and/or SPSS statistical software a plus.

Note: The filling of this position will be in accordance with reemployment, SEBAC, transfer, promotion and merit employment rules, if applicable.

Application Instructions:

Interested and qualified candidates who meet the above requirements must submit a complete application package by the closing date that includes the following:

- 1) Cover letter specifying this Job Posting Number: (C15-071)
- 2) A completed State application (CT-HR-12) available at http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf
- 3) The names, titles and phone numbers of two current professional references
- 4) State employees attach copies of your two most recent performance appraisals

Incomplete application packages will not be accepted. Applications must be received by Human Resources before 5:00 p.m. on Friday, June 26, 2015 for consideration. Faxes will not be accepted. Send or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06050
(Telephone: 860-832-0031)

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AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

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Access and Security Coordinator

Page 2

August 4, 2006

QUALIFICATIONS:

Bachelor's Degree in computer science, engineering, or a related area required. Three years of experience in a similar position which includes diagnosis, repair of security systems, access control systems, and the University One-Card System. Experience in microcomputer networking and telecommunications. Prior training in microcomputer repair by major manufacturers preferred. Credentials and/or experience substantially comparable to the above may also be considered.

SPECIAL REQUIREMENT:

Must be available for weekend and/or evening work.

FLSA Status: Exempt

08-04-06 Minor revisions made to the WCSU Access/Security Technician position description to allow use by CCSU. Title also changed to Access and Security Coordinator for CCSU.

11-01-03: WCSU – Access/Security Technician

From: Portera, Karen A. (Human Resources)
Sent: Tuesday, August 18, 2015 11:20 AM
To: Carolyn Lanier; Diane Mazza; Esther Boriss; Frank LaDore; Fred Cratty; Gayle Osuba; Jay Zhu; Jody Barr (jody.barr@suoaf.org); Jon Derman; Jordan Jones; Kimberly Massores; Laura Miller; Aparo, Laurie (InfoTechServ); Laurie Dunn; Bigelow, Lisa (CIE); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Maureen Jeans; Melissa Stephens; Ansarra, Michael (Athletics); Mamed, Otis (StudentCtr); Patricia Zibluk; Paula Rice; Peggy Boyle; Peter Leung; Portera, Karen A. (Human Resources); Rebecca Woodward; Steve Weinberger; Suski-Lenczewski, Anna E. (Human Resources); Tony Andosca; Vu Trieu
Cc: McKenna, Scott (Operational Logistics & Events); Cintonino, Salvatore (Admin Affairs)
Subject: SUOAF Position Announcement: ACCESS & SECURITY COORDINATOR
Attachments: AccessAndSecurityCoordinator_III 8-4-06.doc

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ACCESS & SECURITY COORDINATOR
Facilities Management
Administrator III

Position Summary/Description: See attached.

Application Process: Prospective candidates must submit a cover letter, resume, and contact information of three (3) professional references (in *one* Word or PDF document) Scott McKenna at mckenna@ccsu.edu.

Application Deadline: Applications must be received by Tuesday, September 1, 2015.

 Please consider the environment before printing this email

 Please consider the environment before printing this email

Karen Portera
Human Resources
Central CT State Univ.

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Access and Security Coordinator
RANK: Administrator III
DEPARTMENT: Facilities Management
SUPERVISOR: Assistant Chief Administrative Officer / Director of Facilities Management

POSITION SUMMARY:

Provides technical support to the University in the installation, maintenance, and repair of security systems, access control systems, and the University One-Card System.

SUPERVISION EXERCISED:

Supervises other staff as assigned.

POSITION RESPONSIBILITIES:

Diagnoses and performs routine repairs or arranges for vendor repair, as appropriate, of all on-campus security systems, access control systems, CCTV systems, and the University One-Card System.

Installs and maintains all on-campus security systems, access control systems, CCTV systems, and the University One-Card System.

Maintains the database for a variety of software programs used to operate campus data networks and maintain repair records. Diagnoses and corrects problems with the electronics relating to the network and to the network's software.

Conducts training as needed.

Prepares orders and maintains inventory control of parts and supplies related to repairs.

Supervises the preparation, shipping and tracking of equipment sent for outside vendor repair. Ensures that appropriate documents and records are completed to authorize repair.

May provide operations assistance in the Campus One-Card Center as assigned by the Assistant Chief Administrative Officer / Director of Facilities Management.

Works cooperatively with the Information Technology Department to make sure additions and changes to the network infrastructure are maintained properly.

Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

Creates and maintains an up-to-date Greenhouse Gas Inventory which includes monitoring and recording the gas and vehicle usage of the campus automotive fleet, and promoting transportation alternatives for campus commuting such as carpooling and bus ridership.

Staffs the President's Environmental Sustainability Committee.

In conjunction with the Chief Administrative Officer, defines the University's goals and long-term plans for sustainability.

Develops, plans and administers programs, initiatives and events related to sustainability in coordination with campus departments and student organizations to ensure effective communication and collaboration regarding sustainability.

Promotes and coordinates campus initiatives concerning waste reduction, recycling, environmentally preferable purchasing, energy and water conservation and efficiency efforts, and renewable energy. Serves as the point of contact for all waste reduction and recycling-related outreach materials and programs.

Monitors and evaluates campus functions (energy, water, fuel, materials), program effectiveness and works with University departments on sustainability assessments and goals. Researches best practices and compiles reports, makes recommendations and implements programmatic changes and improvements regarding sustainability.

Reviews design/construction activities to ensure compliance with the Leadership in Energy and Environmental Design (LEED) as mandated by the State and the University.

Prepares grant applications to obtain additional funding enabling the University to enhance its sustainability efforts.

Develops, maintains, edits and updates the Sustainability website and other informational materials regarding sustainability progress reports and accomplishments thus promoting and publicizing the University's sustainability efforts. Ensures University data is kept current on the Connecticut Department of Environmental Protection webpage.

Represents the University's Sustainability Office to the public by participating in events, conferences and meetings hosted by the town, environmental groups, regulatory agencies, community stakeholders and professional associations in order to cultivate partnerships and promote the University's sustainability aspirations.

Performs other duties related to those enumerated above which do not alter the basic level of responsibility of the position.

QUALIFICATIONS

Master's degree in Industrial Hygiene, safety, health physics, environmental science, engineering or related field required. Five years related experience in health and safety with two years directing a comprehensive health and safety program required. Demonstrated high level skills in communication of scientific information required. Ability to communicate effectively with both technical and non-technical personnel required. Demonstrated ability to use computerized databases and apply computer technology to facilitate position's goals required. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

Anne B. Alling
For CCSU

Date

9/17/10

For SUOAF

Date

James L. Minicci
9/16/10

08-26-10: Revised. Title modified from Environmental Health and Safety Officer to Director of Environmental Health and Safety. Supervisor modified from Director of Public Safety to Chief Administrative Officer. Sustainability responsibilities added and qualifications modified.

10-11-99: Created.

From: Portera, Karen A. (Human Resources)
Sent: Wednesday, April 27, 2016 2:14 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Deryl Dennis; Diane Mazza; Fred Cratty; Gayle Osuba; Jami Williams; Jay Zhu; Portera, Karen A. (Human Resources); Keisha Stokes; Ken DeLisa; Kimberly Massores; Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Maureen Jeans; Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Karas, Rene (FacMgt); Cintonino, Salvatore (Admin Affairs)
Subject: SUOAF Position Announcement: DIRECTOR, ENVIRONMENTAL HEALTH & SAFETY
Attachments: DirectorOfEnvironmentalHealthAndSafety V 8-26-10.pdf


Central Connecticut State University
CSU-SUOAF Promotional Opportunity

DIRECTOR
ENVIRONMENTAL HEALTH & SAFETY
Administrator V

Position Summary/Description: See attached.

Application Process: Prospective candidates must submit a cover letter, resume, and contact information of three (3) professional references (in *one* Word or PDF document) to Rene Karas at karas@ccsu.edu.

Application Deadline: Applications must be received by Wednesday, May 11, 2016.

 Please consider the environment before printing this email

Karen Portera

Human Resources
Central CT State Univ.
1615 Stanley Street
New Britain, CT 06050
Tel: (860) 832-1751
Fax: (860) 832-3197
portarak@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Director of Environmental Health and Safety
RANK: Administrator V
DEPARTMENT: Office of Environmental Health and Safety
SUPERVISOR: Chief Administrative Officer

POSITION SUMMARY

Under the general supervision of the Chief Administrative Officer, supervises staff; develops policies for the overall safety of the employees and working conditions; coordinates/manages all activities related to fire safety, radiation safety, chemical and biological waste, and provides technical support and consultation services to the campus community; develops, plans and administers the University's sustainability initiatives and programs.

SUPERVISION EXERCISED

Supervises professional and/or support staff.

POSITION RESPONSIBILITIES

Develops and maintains program budget for administration and management of subgroup health and safety programs.

Directs and administers the preparation and maintenance of all mandated environmental regulatory licenses, records, and permits on behalf of the University.

Develops, implements and administers technical training programs for University personnel in hazardous material safety to ensure compliance with regulations and train hazardous material incident responders.

Supervises and administers procurement, reception, distribution and storage of regulated hazardous materials arriving or departing the University.

Inspects University work facilities and equipment, consults with department chairperson, faculty and supervisors to determine if planned experiments and research activities or any other University sanctioned work involving the use of hazardous materials meet safety standards; determines if equipment and work facilities conform to health and safety standards, consults with physical plant, engineering and construction personnel on renovations or new proposed projects.

Reviews work and research activities of University faculty and staff to ensure standards for hazardous materials exposure limits for personnel, safe working methods, decontamination procedures and hazardous waste disposal are in compliance.

Serves as a technical support expert on behalf of the University in interactions with local, state, and federal regulatory agencies in areas of Occupational Health and Safety.

Develops, implements, and administers a University-wide fire safety program and ongoing systems testing, including administration of service contracts.

Works with the University's Police Department to develop and articulate procedures for the University's emergency operations plan.

Serves as an expert technical staff resource to the University's Safety Committee.

Oversees the implementation of recommended strategies and action items in the University's Climate Action Plan (CAP) ensuring all American College & University Presidents' Climate Commitment goals and deadlines are met. Prepares and submits documents and reports as required.

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ATSCME

POSITION TITLE: Assistant Registrar
RANK: Administrator III
DEPARTMENT: Office of the Registrar
SUPERVISOR: Associate Registrar

POSITION SUMMARY

Under the supervision of the Associate Registrar, the Assistant Registrar assists in the planning, coordination, and operation of the Office of the Registrar. The Assistant Registrar performs a variety of administrative functions related to the effective management of the Office of the Registrar. Some evening hours may be required during certain times of the year.

SUPERVISION EXERCISED

May supervise professional and/or support staff.

POSITION RESPONSIBILITIES

- Oversees and participates in front office operations, customer service delivery and resolving student situations through coordination with other departments.
- Provides guidance and training on policies and procedures related to customer service and departmental operations.
- Makes decisions in the absence of the Registrar and Associate Registrar (within prescribed limits of authority).
- Assists in the overall coordination of registration procedures for graduate and undergraduate students.
- Serves as a resource to students and faculty regarding registration and academic policy issues.
- Participates in university-wide committees, attends meetings and represents the Office of the Registrar as required.
- Serves as liaison to key offices (Financial Aid, Bursar, Admissions, IT, etc.) in relation to issues of registration and student payments.
- Processes non-standard registrations such as independent studies, internships, graduate capstones, CEUs, etc., and coordinates with the Human Resources Department as required on part-time faculty matters.
- Assists with the maintenance of student academic and demographic data and records, and registration and fee assessment in Banner.
- Assists in the collection of data for internal and external reporting. Uses reporting software to query data and create spreadsheets, databases, mail merges, etc., and prepares reports as required.
- Assures Course Drop and Course Withdrawal requests are accurately recorded in the student's record and coordinates with Financial Aid when award adjustments may be required.
- Serves as the Department liaison to the Early Academic Alert System. Resolves reports of students who have never attended courses. Works with Financial Aid and Bursar to update student records as a result of Early Academic Alert reports.

Assistant Registrar
Page 2
January 14, 2016

Acts as liaison between the Office of the Registrar and Information Technology in those matters which affect the everyday operations of the Registrar.

Assists with the development and maintenance of department publications, forms and website content.

Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

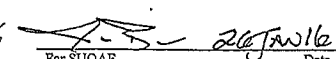
MINIMUM QUALIFICATIONS REQUIRED

Bachelor's degree. Three years of experience in student services in a college or university setting or alternative demonstration of ability to maintain detailed records and provide exemplary customer service. Strong technology skills are essential, including advanced knowledge of the Banner registration and accounts receivable modules and reporting software. Supervisory experience, strong communication, analytical, and problem solving skills. Successful record of working with a diverse population.

Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt

 1/26/16
For CCSU Date

 26 Jan 16
For SUOAF Date

01-14-16: Revised.
09-14-09: Minor revisions - change in department (Continuing Ed. to Registrar's) and supervisor.
10-03-07: Revised.
09-02-05: Created.



Associate Director, CIE /IELP Coordinator (C15-065)
Center for International Education

Central Connecticut State University invites applications for a full-time, Associate Director/Intensive English Language Program Coordinator in the Center for International Education. The successful candidate will direct all aspects of Intensive English Language Program (IELP), ensuring appropriate academic integrity and financial solvency. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The associate director:

- Plans, develops, implements and delivers educational programs designed to facilitate the acquisition of English as a second language. Develops programs responsive to the needs of the client base at CCSU and abroad.
- Develops and monitors the Institute's operating budget to ensure sound financial management of the program.
- Recruits, recommends appointment of, and evaluates IELP instructional staff, university assistants, student workers, and other staff as assigned.
- Develops marketing strategy and implements marketing plan. Designs appropriate publicity materials for translation into multiple languages.
- Oversees domestic and international student recruitment and retention efforts.
- Develops and administers all internal placement tests and supervises the administration of the TOEFL exam.
- Plans educational experiences including field trips and similar activities to enhance program participants understanding of North American culture.
- Performs other duties related to those above, which do not alter the basic level of responsibility.

Required Qualifications

- Master's degree in English, TESOL or related field
- Three years mid-level professional administration experience in English as a Second Language programs
- Demonstrated ability to develop and manage a budget
- Demonstrated ability to develop and implement marketing programs
- Effective communication and computer skills

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Experience administering TESOL programs
- Willingness to travel abroad
- Demonstrated experience with internal and external constituencies
- Supervisory experience

The University: CCSU is one of four state universities with the Board of Regents for Higher Education Connecticut State Colleges & Universities. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately two hours (by car) from both Boston and New York City.

Application and Appointment: For full consideration, applications must be received by Friday, June 5, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs, or click on *Apply Here* and electronically submit the following:

- Letter of interest addressing qualifications for the position;
- Current resume;
- Names of three current professional references with addresses, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information contact Toyin Ayeni at 860-832-2052 or avenjo@ccsu.edu.

Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer

Rodriguez, Rosa (Diversity and Equity)

From: Portera, Karen A. (Human Resources)
Sent: Wednesday, January 27, 2016 12:20 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Carolyn Lanier; Diane Annetta; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Portera, Karen A. (Human Resources); Ken DeLisa; Kimberly Massores; Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Maureen Jeans; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Tucker, Patrick (Registrar)
Subject: SUOAF Position Announcement - ASSISTANT REGISTRAR
Attachments: AssistantRegistrar III 1_14_16.pdf

**Central Connecticut State University
CSU-SUOAF Promotional Opportunity**

**ASSISTANT REGISTRAR
OFFICE OF THE REGISTRAR
Administrator III**

Application Process: Prospective candidates must submit a cover letter, resume, and contact information for three (3) current professional references via email to Patrick Tucker, Registrars, at ptucker@ccsu.edu. Please reference the job title in the subject line.

Application Deadline: Applications must be received by close of business on Wednesday, February 10, 2016.

Please consider the environment before printing this email

Karen Portera
Human Resources
Central CT State Univ.
1615 Stanley Street
New Britain, CT 06050
Tel: (860) 832-1751
Fax: (860) 832-3197
portera@ccsu.edu





Major Gifts Associate (CIS-026)
School of Education and Professional Studies
Institutional Advancement

Central Connecticut State University invites applications for a full-time Major Gifts Associate in Institutional Advancement. The successful candidate will be responsible for developing and implementing programs to identify, cultivate, solicit and receive major gifts for the School of Education and Professional Studies. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The Associate:

- Identifies, cultivates and solicits major gifts in support of the University's needs and programs, including, but not limited to endowment and capital projects.
- Interacts with responsible staff of funding sources to determine their priorities for donations and gifts and inform them of relevant University projects.
- Assist in determining needs of faculty and staff, and developing appropriately articulated programs to meet University needs.
- Drafts and edits gift proposals for presentation to individuals, corporations and foundations.
- Coordinates visits and other contacts between the University and prospective funding sources.
- Contributes to the Principal and Planned Gifts effort by creating annual strategic and tactical plans of operation.
- Supports the department's moves management program.
- Monitors the status of projects for which gifts are received and completes appropriate reporting and communications with funding sources to assure continued good relations.
- Analyzes and reports on results of all solicitations.
- Writes and prepares fundraising presentations and proposals for solicitation of major gift prospects.
- Prepares marketing materials as appropriate for publications, promoting and soliciting major gifts.
- Assists with events as needed.

Required Qualifications

- Bachelor's degree
- Three years of development experience with at least two years of major gifts experience
- Thorough understanding of all approaches and techniques used in the development process, including prospect identification, relationship building, solicitation and stewardship
- Proven track record of closing gifts
- Excellent verbal and written communication skills
- Technologically proficient with the use of fundraising software systems, Microsoft Office Suite, and social media
- Ability to interact and work with individuals from diverse communities

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Master's degree

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Application and Appointment: For full consideration, applications must be received by June 30, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on Apply Here and electronically submit the following:



- Letter of interest addressing qualifications for the position;
- Current resume;
- Names of three current professional references (at least one current or former supervisor) with addresses, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information contact Ms. Gina Montano, 860-832-1740, Montanog@ccsu.edu.

Please make sure your Social Security Number *is not* listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer



Contract Compliance Specialist (C16-016)
Financial Affairs, Business Services

Central Connecticut State University invites applications for a full-time, Contract Compliance Specialist in the Business Services Department. The successful candidate will manage contract compliance for all contracts originating from CCSU including negotiation, preparation, and contract oversight to ensure proper controls over contracting procedures and contribute to sound fiscal and administrative management. Candidates are expected to be committed to multiculturalism and working with a diverse campus community.

Required Qualifications

- Bachelor's Degree or certification as a paralegal and a combination of experience and training to include university education in accounting, purchasing management, financial management or a relevant business or public administration concentration
- Three or more years related experience in business, purchasing and/or contract law and administration
- Demonstrated ability to develop complex and involved contracts, negotiate these contracts with vendors and service providers, and manage and monitor contracts in accordance with their terms and conditions, State and Federal statutes and regulations, Attorney General Guidelines, system policies and State Code of Ethics
- Knowledge of the basic principles of risk management and insurance programs including safety and loss control techniques
- Demonstrated experience in developing Requests for Proposal (RFP's) and other such justification documents
- Demonstrated knowledge of applicable State and Federal statutes, and procurement best practices.
- Demonstrated ability to manage the work of support staff
- Ability to use personal computers and associated software (Microsoft Suite, i.e., Word, Excel and Outlook preferred)
- Excellent interpersonal skills
- Commitment to serving a diverse campus community

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Knowledge of basic principles of contract law including the ability to read and understand legal documents
- Excellent oral and written communication skills

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Application and Appointment: For full consideration, applications must be received by December 4, 2015. Salary is commensurate with education and experience. **Incomplete applications will not be considered.** To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact, Tom Brodeur at 860-832-2531 or brodeur@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

Central Connecticut State University is an affirmative action and equal opportunity employer.



College Health Nurse (C16-019)
Student Wellness Services

Central Connecticut State University invites applications for a full-time College Health Nurse in the Student Wellness Services Department. The successful candidate will provide professional nursing care to the University population. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The selected candidate must maintain current licensure and certification during duration of employment.

Required Qualifications

- State of Connecticut RN licensure
- Three years of nursing experience
- Commitment to serving a diverse student body

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- BSN degree
- Nursing experience in an educational setting or working with young adults
- Experience working with electronic health records
- Ability to communicate in a professional and respectful manner with patients and their families, co-workers and physician
- Proven ability to work in a team as well as independently

Work Schedule, Salary and Benefits

- **Work Schedule:** Monday-Friday, 9 to 5 with occasional weekends and evenings
- **Salary Range:** \$52,489 to \$86,675
- **Benefits:** Tuition waivers for self, spouse and children under age 25. Vacation = 22 days per year; Personal Leave Days = 3* per calendar year (*if hired within the first trimester of the calendar year; reduced to 2 in the second trimester) and sick leave days.

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Application and Appointment: For full consideration, applications must be received by February 10, 2016. Salary is commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current resume
- Names of three current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Marisol Melendez-Cruz at 860-832-1930 or marisolaponte@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Coordinator of School–Community Partnerships (C16-013)
School of Education and Professional Studies (SEPS)

Central Connecticut State University invites applications for a full-time, Coordinator of School–Community Partnerships in the School of Education and Professional Studies. The incumbent of this position assists the Assistant Dean for School–Community Partnerships and Assessment within the School of Education and Professional Studies (SEPS) with the coordination of School–Community partnerships. This position coordinates and facilitates outreach efforts to public school districts for the purpose of securing student teaching assignments, ensuring that all State mandates are met, districts' placement procedures are followed, and necessary documentation is provided to district facilitators.

- Coordinates and facilitates outreach efforts to public school districts for the purpose of securing student teaching assignments, ensuring that all State mandates are met, districts' placement procedures are followed, and necessary documentation is provided to district facilitators.
- Coordinates the Teacher Candidate placement process, including updating student teaching application packet and procedures; providing informational seminars for student teacher applicants at the start of each semester; communicating with departments regarding placement; communicating with students, departments, and districts to ensure successful placements; making school visits as needed.
- Works with elementary and secondary education coordinators in the School of Education and Professional Studies, as well as program coordinators in the other Schools, to support their field placements prior to student teaching.
- Coordinates a variety of functions for schools in the Professional Development School (PDS) Network; facilitates communications between participating schools and the University to maintain current information on network school programs and activities; meets regularly with school personnel to provide support and direction.
- Supports the Assistant Dean for School/Community Partnerships and Assessment to work with Teacher Education programs at the University to review, revise and update various evaluation instruments such as program evaluations, university supervisor questionnaires, student teacher evaluations, and cooperating teacher evaluations.
- In collaboration with Central Teacher Education Committee (CTEC) and other academic departments, ensures teacher candidate success by communicating with teacher candidates and their supervision team (University supervisor and cooperating teacher), providing regular professional development to University supervisors on current topics, and implementing support strategies to teams in crisis.

Required Qualifications

- Bachelor's degree
- Teacher certification in one of the teacher preparation areas offered within the School of Education and Professional Studies (SEPS)
- Three years teaching experience in the certification area
- Experience working in higher education, and working collaboratively with university and clinical faculty, and K-12 school administrators and teachers
- Strong oral and written communication skills
- Ability to work collegially, constructively and effectively with a variety of stakeholders, groups, and individuals, as well as the ability to work independently
- Ability to travel to relevant local school districts and other settings to support SEPS initiatives
- Familiarity with the Connecticut State Department of Education teacher preparation regulations
- Familiarity with the Council for Accreditation of Educator Preparation (CAEP), formerly NCATE accreditation standards
- Experience with Connecticut's Teacher Education and Mentoring Program (TEAM)
- Demonstrated commitment to working with culturally, ethnically and linguistically diverse student body

Credentials and/or experience substantially comparable to the above may also be considered.

Preferred Qualifications

- Master's degree
- Experience with inclusive education
- Experience with a variety of education settings such as urban, rural, or alternative schools
- Evidence of active participation in professional organizations.



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Application and Appointment: For full consideration, applications must be received by October 6, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Current and previous educator certifications
- Names of three current professional references with mail and email addresses, and phone numbers

Emailed or mailed copies will not be accepted. For more information contact Anne Pautz at 860-832-2125 or Pautza@ccsu.edu. Please make sure your Social Security Number *is not* listed on any documents submitted.

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Manager (C15-061)

Institute for Municipal and Regional Policy

Central Connecticut State University invites applications for a full-time Manager (grant funded) in the Institute for Municipal and Regional Policy. The successful candidate will serve as the Executive Director of the Connecticut Sentencing Commission and will work with the IMRP Director and Connecticut Sentencing Commission Chair to effectively manage the Commission including the coordination of research projects between committees and working groups, the allocation of staff and resources, and the solicitation of grants. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor's degree in a related area and four years (FTE) of relevant professional work experience in criminal justice research and policy development
- Demonstrated effective verbal and oral communication skills
- Demonstrated familiarity with local, state and federal criminal justice systems
- Experience supervising and managing staff
- Demonstrated ability to establish priorities, work independently, effectively and constructively with a diverse group of individuals

Preferred Qualifications

- Master's degree in a related area
- Experience working with Connecticut State and Local Governments
- Prior experience with Sentencing Commissions

Equivalent combination of training and experience may be considered

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The Connecticut Sentencing Commission: The CSC was established under Conn.Gen.Stat. Sec. 54-300 to review on an ongoing basis criminal justice and sentencing policies and laws of this state.

Application and Appointment: For full consideration, applications must be received by April 7, 2015. *Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs, or click on [Apply Here](#) and electronically submit the following:*

- Letter of interest addressing qualifications for the position;
- Current resume;
- Names of three current professional references with addresses, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information contact Ken Barone at 860-832-1871 or baroneket@ccsu.edu.

Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.



Associate Director Recruitment and Admissions (C16-002)

Academic Affairs

Central Connecticut State University invites applications for a full-time, Associate Director of Admissions in the Office of Recruitment and Admissions. The successful candidate, under the direction of the Director, will be responsible for all phases of admissions: coordination and supervision of, as well as participation in, travel and recruitment, correspondence and follow-up with prospective students, and coordination of special projects. The Associate Director will assist in strategic planning and management of the overall admissions program and acts in the absence of the Director. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree
- Four years (FTE) of professional level experience in (college/university) admissions
- Commitment to serving students from non-traditional and diverse backgrounds

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Experience in conceptualizing, planning, and implementing admissions, recruitment, evaluation, and yield activities
- Experience training and supervising staff members on issues related to admission and recruitment
- Exceptional skills in oral and written communication with varied constituencies, including prospective applicants, parents, high school counselors, alumni, faculty and other staff
- Valid driver's license and flexibility for travel in the North East and availability to work evenings and occasional weekends
- Computer proficiency including Microsoft Office Suite, social media, student information systems (Banner) and the use of computerized databases and related data analysis

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Application and Appointment: For full consideration, applications must be received by August 10, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current resume
- Names of three current professional references (one must be past or current supervisor) with address, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information contact Jane Gardner at 860-832-2284 or at gardneria@ccsu.edu

CCSU is an affirmative action and equal opportunity employer.



Coordinator of Capital Projects and Facilities Planning (C16-011)
Facilities Management

Performs other duties related to the above which do not alter the basic level of responsibility of the position.

QUALIFICATIONS

Master's degree and four years of professional experience in career planning, educational planning, learning assistance, or employment placement in a college or university setting required. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

09-08-14: Revised.
05-12-09: Created.

Central Connecticut State University invites applications for a full-time, Coordinator of Capital Planning and Facilities Planning in the Facilities Department. The successful candidate will be responsible for Capital Project Management of multiple projects ranging from small \$10,000 renovations to new building construction up to \$60,000,000 or more. This person is responsible for providing planning, technical and administrative support for all University capital project. In addition, the candidate will assist Facilities Operations with day to day maintenance and trouble shooting. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Registered architect or registered professional engineer (State of CT preferred)
- Bachelor's degree in Architecture, Mechanical, Civil or Electrical Engineering or related field
- Five years 's of experience with facilities design, renovation, planning and construction
- Knowledge and ability to utilize AutoCAD
- Ability to work and communicate effectively with diverse academic and administrative units.

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Demonstrated experience in managing Capital Projects
- Experience in mechanical or electrical engineering
- Proficiency in construction and project management
- Experience with AutoCad 15
- Proven ability to work in a team environment
- Experience with Energy Management Systems
- Experience in Higher Education or similar campus environment

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Application and Appointment: For full consideration, applications must be received by October 12, 2016. Minimum starting salary is \$75,000. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Rene Karas, 860-832-3387 or karasr@ccsu.edu. Please make sure your Social Security Number *is not* listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer

Mantel, Ellen (Human Resources)

From: Portera, Karen A. (Human Resources)
Sent: Tuesday, May 19, 2015 8:21 AM
To: Carolyn Lanier; Diane Mazza; Esther Boriss; Frank LaDore; Fred Cratty; Gayle Osuba; Jay Zhu; Jody Barr (jody.barr@suoaf.org); Jon Derman; Jordan Jones; Kevin Gill; Kimberly Massores; Laura Miller; Aparo, Laurie (InfoTechServ); Laurie Dunn; Bigelow, Lisa (CIE); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Maureen Jeans; Melissa Stephens; Ansarra, Michael (Athletics); Mamed, Otis (StudentCtr); Patricia Zibluk; Paul Serignese; Paula Rice; Peggy Boyle; Peter Leung; Portera, Karen A. (Human Resources); Rebecca Woodward; Steve Weinberger; Suski-Lenczewski, Anna E. (Human Resources); Tony Andosca; Vu Trieu
Cc: Poppe, Ken (Emeritus)
Subject: SUOAF Position Announcement - ASSOCIATE DIRECTOR, CENTER FOR ADVISING & CAREER EXPLORATION
Attachments: AssociateDirectorOfTheCenterForAdvisingAndCareerExploration IV 9_8_14.pdf

**Central Connecticut State University
CSU-SUOAF Promotional Opportunity**

**ASSOCIATE DIRECTOR
CENTER FOR ADVISING & CAREER EXPLORATION
Administrator IV**

Application Process: Prospective candidates must submit a cover letter, resume, and contact information for three (3) current professional references via email to: Ken Poppe, Director of the Center for Advising & Career Exploration, at Poppe@ccsu.edu. Please reference the job title in the subject line.

Application Deadline: Applications must be received by close of business on **Tuesday, June 2, 2015**.

 Please consider the environment before printing this email

Karen Portera
Human Resources
Central CT State Univ.
1615 Stanley Street
New Britain, CT 06050
Tel: (860) 832-1751
Fax: (860) 832-3197
portarak@ccsu.edu

**CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME**

POSITION TITLE: Associate Director of the Center for Advising and Career Exploration
RANK: Administrator IV
DEPARTMENT: Center for Advising and Career Exploration
SUPERVISOR: Director of the Center for Advising and Career Exploration

POSITION SUMMARY

The Associate Director provides operational assistance to the Director of the Center for Advising and Career Exploration to ensure the delivery of comprehensive, coordinated and innovative programs and services.

SUPERVISION EXERCISED

May supervise professional and/or support staff.

POSITION RESPONSIBILITIES

Establishes and maintains effective liaison with academic deans, department chairs, faculty advisors and student support services administrators to enhance the delivery of advising and retention-related services to incoming students and continuing students in transition from one major to another.

Trains professional and support staff in the Center for Advising and Career Exploration on curricular and registration policies and protocols.

Assists in the development and implementation of policies, procedures, publications and programs to provide appropriate academic support, experiential learning, and career development services that promote student success.

Designs, develops and coordinates outreach activities to student groups, parents, faculty and other appropriate groups as assigned, in order to provide integrated information on academic and career choices.

Advises new, undeclared and change of major students on an individual basis, and assists students in developing an integrated academic/career plan which includes a selected major.

Advises students on an individual basis or in a group setting on topics such as: skills identification, values clarification, job seeking skills, etc.

Facilitates the use of electronic technologies to enhance advising and career exploration.

Conducts research on "best practices" in academic advisement, experiential learning and career development.

In conjunction with the Director, assesses the effectiveness of the Center's programs to provide continuous improvement of services.

Designs and makes presentations and/or conducts workshops to classes, clubs, faculty groups, or employers on topics such as selecting a major and/or career, finding employment, values clarification, decision making, etc.

Assists students in obtaining student employment, internships, or cooperative education jobs related to their course of study.

May assume responsibility for the Center's operations in the Director's absence.

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Assistant Director of Development/Annual Giving
RANK: Administrator III
DEPARTMENT: Institutional Advancement
SUPERVISOR: Director of Institutional Advancement

POSITION SUMMARY

Plans and executes fund-raising programs for the solicitation of annual gifts from alumni, parents and friends through direct mail and other appropriate means.

SUPERVISION EXERCISED

Supervises professional and/or support staff.

POSITION RESPONSIBILITIES

Plans, develops and implements a strategic plan of action for the Annual Giving program to solicit gifts from alumni, faculty, staff, parents and friends through annual direct mail appeals, special gift campaigns, phonathons, volunteer committees, web-based approaches and other appropriate means.

Coordinates efforts among the areas of Institutional Advancement to ensure integration of the Annual Giving program.

Responsible for writing and/or editing solicitation materials including letters, phonathon scripts, and other Annual Giving materials.

Segments listings of perspective donors to target potential donors who may support specific University projects and programs.

Uses the development database and report writing software to retrieve data. Performs comprehensive analysis of the Annual Giving program using statistics from reports.

Prepares comparative statistical reports for supervisor and others routinely and as needed.

Assists with stewardship and donor recognition and cultivation events.

Develops volunteer recruitment, training and donor stewardship programs and events.

Hires, supervises and evaluates the work of Annual Giving staff including phonathon staff and student workers.

Oversees and manages the Development website.

Coordinates efforts between the areas of annual giving and Advancement Services to address issues regarding gift and pledge processing and acknowledgements.

Creates and administers new programs and activities to solicit annual gifts from new segments of alumni, students, parents and other constituencies.

Manages a portfolio of Annual Giving prospects for personal solicitation.

Assistant Director of Development/Annual Giving
Page 2
September 9, 2015

Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED

Bachelor's degree and three years of experience in fundraising or process-driven sales/marketing/programs. Understanding of approaches and techniques used in the development process. Excellent verbal, written and interpersonal skills. Technologically proficient with the use of fundraising or client relationship software systems, Microsoft Office Suite, web application tools and social media. Ability to interact and work with individuals from diverse communities. Highly organized with the ability to prioritize multiple projects. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

09-09-15: Minor changes and title change from Assistant Director of Annual Giving to Assistant Director of Development/Annual Giving. No change in rank.

06-21-11: Created from SCSU's Assistant Director of Annual Giving with only minor changes made. No change in rank.



Full Time Assistant Women's Basketball Coach (C16-050)
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for a full-time Assistant Women's Basketball Coach in the Department of Intercollegiate Athletics. The successful candidate will be responsible to assist in the organization and administration of all aspects of the Women's Basketball program under the direction of the Head Women's Basketball Coach. Responsibilities include, but are not limited to, designing and implementing a training program for the basketball program, recruitment and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund-raising events. The full-time Assistant Women's Basketball Coach will be expected to work cooperatively and effectively with the staff and personnel of the Department and the University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree
- One year collegiate playing or coaching experience in the sport of women's basketball
- Proven track record of NCAA compliance and academic integrity
- Experience serving a diverse student body

Preferred Qualifications:

- Collegiate coaching or playing experience at the division 1, 2, or 3 levels in the sport of women's basketball
- Experience in one or more of the following: recruitment of athletes, coordinating schedules and travel arrangements, and/or experience in fundraising

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Application and Appointment: For full consideration, applications must be received by May 16, 2016 by 5 p.m. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers

Emailed or mailed copies will not be accepted. For more information contact Amy Strickland (860) 832-3019 or stricklanda@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.

Rodriguez, Rosa (Diversity and Equity)

From: Portera, Karen A. (Human Resources)
Sent: Friday, October 02, 2015 10:57 AM
To: Carolyn Lanier; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Kimberly Massores; Laurie Dunn; Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Maureen Jeans; Paula Rice; Peggy Boyle; Portera, Karen A. (Human Resources); Steve Weinberger; SUOAF Designees; Suski-Lenczewski, Anna E. (Human Resources)
Cc: Cayer, Cynthia (Alumni Development)
Subject: SUOAF Position Announcement: ASSISTANT DIRECTOR OF DEVELOPMENT & ANNUAL GIVING
Attachments: AssistantDirectorOfDevelopment_AnnualGiving III 9_9_15.pdf

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ASSISTANT DIRECTOR OF DEVELOPMENT & ANNUAL GIVING
INSTITUTIONAL ADVANCEMENT
Administrator III

Application Process: Prospective candidates must submit a cover letter, resume, and contact information for three (3) current professional references via email to Cindy Cayer, Institutional Advancement, at cayerc@ccsu.edu. Please reference the job title in the subject line.

Application Deadline: Applications must be received by close of business on **Friday, October 16, 2015**.

Please consider the environment before printing this email

Karen Portera
 Human Resources
 Central CT State Univ.
 1615 Stanley Street
 New Britain, CT 06050
 Tel: (860) 832-1751
 Fax: (860) 832-3197
 portera@ccsu.edu



Head Coach – Women’s Golf (C15-075)
Ten (10) Month Position
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for the position of Head Coach of Women’s Golf in the Department of Intercollegiate Athletics. The successful candidate will be responsible for the organization, administration and competitive success of the women’s golf program. Responsibilities include, but are not limited to, recruitment, retention and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and active participation in fund raising initiatives. Successful candidates will display a commitment to the overall educational experience of student-athletes through their academic and competitive success, community engagement and developing them as leaders in life. The Head Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and university. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body. This is a full-time, ten (10) month appointment with University benefits.

Required Qualifications:

- Bachelor’s degree
- Three years of college coaching in the sport of golf or a combination of five years of experience as a college coach/student athlete in the sport of golf, PGA Professional, teaching pro or playing pro in golf
- Understanding of NCAA rules compliance
- Ability to act as a mentor, especially for female student-athletes

Preferred Qualifications:

- Experience with skill instruction, practice/game development, and administrative responsibilities in the sport of women’s golf
- Excellent organization and communication skills

The University: CCSU is one of four state universities with the Board of Regents for Higher Education Connecticut State Colleges & Universities. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU’s motto is more than a slogan; it articulates the University’s commitment to students: “Start with a dream. Finish with a future.” The Princeton Review selected CCSU as one of “The Best Northeastern Colleges.” CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately two hours (by car) from both Boston and New York City.

Application and Appointment: For full consideration, applications must be received by **June 25, 2015**. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Here* and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three (3) current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information, contact Tom Pincince, Assistant Director of Athletics at PincinceT@ccsu.edu or 860-832-3089.

Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer



Head Coach – Men’s Golf (C15-074)
Ten Month Position
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for the position of Head Coach, Men’s Golf in the Department of Intercollegiate Athletics. The successful candidate will be responsible for the organization, administration and competitive success of the Men’s Golf Program. Responsibilities include, but are not limited to, recruitment, retention and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and active participation in fund raising initiatives. Successful candidates will display a commitment to the overall educational experience of student-athletes through their academic and competitive success, community engagement and developing them as leaders in life. The Head Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and the university. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body. This is a full-time, ten (10) month appointment with fringe benefits.

Required Qualifications:

- Bachelor’s degree
- Three years of college coaching in the sport of golf or a combination of five years of experience as a college coach/student athlete in the sport of golf, PGA Professional, teaching pro or playing pro in golf.
- Understanding of NCAA rules compliance
- Ability to act as a mentor

Preferred Qualifications:

- Experience with recruiting, skill instruction, practice/game development, and administrative responsibilities in the sport of men’s golf
- Excellent organization and communication skills

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Application and Appointment: For full consideration, applications must be received by **June 25, 2015**. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Here* and electronically submit the following:

- Letter of interest addressing qualifications for the position;
- Current resume;
- Names of three current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers.

No hard or emailed copies will be accepted. For more information contact, Steve Villanti, Associate Director of Athletics at VillantiS@ccsu.edu or 860-832-3078

Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer



Assistant Basketball Coach (C16-047)
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for a full-time, Assistant Basketball Coach in the Department of Intercollegiate Athletics. The successful candidate will be responsible to assist in the organization and administration of all aspects of the basketball program. Responsibilities include, but are not limited to, recruitment and development of student-athletes, ensuring academic progress and graduation; assisting in scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. The Assistant Coach will be expected to work cooperatively and effectively with the staff and personnel of the department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree
- Five years coaching experience in the sport of college basketball
- Proven track record of NCAA compliance and academic integrity

Preferred Qualification: Previous coaching and/or playing experience at Division I/II level

The University: CCSU is one of four universities in the Connecticut State Colleges & Universities system. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

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Application and Appointment: For full consideration, applications must be received by April 22, 2016. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and [electronically](#) submit the following:

- Cover letter of interest addressing the qualifications for the position.
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers.

Emailed or mailed copies will not be accepted. For more information contact Thomas Pincince at 860-832-3089 or tpincinet@ccsu.edu. Please make sure your Social Security Number *is not* listed on any documents submitted.

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Full-time Assistant Softball Coach (C16-008)
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for a full-time Assistant Softball Coach in the Department of Intercollegiate Athletics. The successful candidates will be responsible to assist in the organization and administration of all aspects of the Women's Softball program under the direction of the Head Softball Coach. Responsibilities include, but are not limited to, designing and implementing a training program for softball program, recruitment and development of student-athletes, ensuring academic progress and graduation; coordinating scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations and participation in fund raising events. The part-time Volunteer Assistant Softball Coach will be expected to work cooperatively and effectively with the staff and personnel of the Department and University. This position requires an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor's degree
- One year of coaching and/or three years of playing experience at the collegiate level in Softball or equivalent (In lieu of collegiate level coaching or playing experience, a combination of coaching experience at the high school and playing experience at the college, professional or national team level will be considered).
- An understanding of NCAA rules compliance
- Commitment to serving a diverse student body

Preferred Qualifications:

- Experience with recruiting, skill instruction, training development, and administrative responsibilities in Softball
- Excellent organization and communication skills

The University: CCSU is one of four state universities with the Board of Regents for Higher Education Connecticut State Colleges & Universities. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

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Application and Appointment: For full consideration, applications must be received by July 17, 2015. Salary is commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Sue Malley, Administrative Assistant, Department of Athletics, malleys@ccsu.edu.

Please make sure your Social Security Number *is not* listed on any documents submitted. Redact any personally identifiable information.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer



ASSISTANT PROFESSOR (C16-040)
LINGUISTICS/TESOL

Central Connecticut State University invites applications for a full-time, tenure-track Phonologist position in the Linguistics and TESOL program within the English Department. The successful candidate will teach undergraduate and graduate courses (normal load is 12 credits per semester), including introductory linguistics courses and graduate courses in Phonology and in Second Language Acquisition within our Master's in TESOL program. The position also requires active scholarship and publication in the field, plus university and professional service. Candidates are expected to be committed to promoting multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Linguistics, Applied Linguistics, or Second Language Acquisition, with a primary specialization in phonology and a strong background in SLA
- Record of theoretically grounded research in phonology and/or applied linguistics
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications

- Evidence of experience in both teaching ESL/EFL and training or supervising novice teachers of ESL/EFL
- Evidence of familiarity with TESOL in K-12 contexts
- Evidence of a solid foundation in theoretical linguistics, including syntax, phonology, and SLA theory

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Application and Appointment: For full consideration, applications must be received by **January 29, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on Apply Now and electronically submit the following:

- Letter of interest addressing qualifications for the position;
- Current curriculum vitae;
- Unofficial transcripts for highest degree and any other relevant graduate degrees;
- One sample paper (published or unpublished) of recent research; and,
- Names and contact information for three references.

Additionally, please ask the three references to send letters of recommendation directly to the TESOL Coordinator, Dr. Ciscel, as e-mail attachments at ciscelm@ccsu.edu. ABD candidates, please include a letter from your thesis advisor stating anticipated date of completion in these three letters.

Emailed or mailed copies will not be accepted. For more information, contact Dr. Matthew Ciscel, Professor and TESOL Coordinator, Department of English, at 860-832-2740 or ciscelm@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Head Coach: Men's Basketball (C16-046)
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for a full-time, Basketball Head Coach in the Department of Intercollegiate Athletics. The successful candidate will be responsible for the overall organization and administration of all aspects of the basketball program. Responsibilities include, but are not limited to; recruitment and development of student-athletes, ensuring academic progress and graduation, budget development and management, oversight of scheduling and travel arrangements, ensuring compliance with all NCAA, NEC and University rules and regulations. The Head Coach will be expected to work cooperatively and effectively with departmental and institutional staff in fundraising initiatives and serve as an ambassador for the University. This position requires impeccable personal and professional integrity, an excellent work ethic along with exceptional motivational and communication skills. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

CCSU is an NCAA Division I institution competing in the Northeast Conference. CCSU currently supports 425 student-athletes across 18 intercollegiate programs and has a rich athletics tradition and history of success. Blue Devil Athletics embraces core values of hard work, commitment, dedication, determination, passion, pride, and family!

Required Qualifications:

- Bachelor's degree
- Previous successful coaching experience at the collegiate or professional level in the sport of basketball
- Proven administrative and organizational skills, e.g., player development, recruiting, budget management, supervision and fundraising
- Proven track record of NCAA compliance and academic integrity
- Exhibit clear and effective communication skills including the ability to establish a good rapport and effective working relationships with student-athletes, parents, administrators, faculty, staff and the community
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Previous coaching experience at the Division 1 level in the sport of basketball
- Previous head coaching experience at the collegiate level in the sport of basketball
- Demonstrated ability to organize and implement a collegiate basketball program
- Demonstrated ability to develop student-athletes holistically, i.e., academically, athletically and socially

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Application and Appointment: For full consideration, applications must be received by **March 14, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on Apply Now and electronically submit the following:

- Cover letter of interest addressing the qualifications for the position.
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers.

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Assistant Professor (C16-038)
Educational Leadership, Policy and Instructional Technology

The Department of Educational Leadership, Policy, and Instructional Technology at Central Connecticut State University seeks a tenure-track faculty member for our NCATE-accredited and ELCC-recognized leadership programs beginning fall 2016. Currently offering Master's degrees, a Sixth Year licensure program for school leaders, superintendent licensure, Ed.D. programs in Educational Leadership and Leadership in Higher Education, the department provides leadership at national, state, and local levels related to learning and assessment, professional and organizational learning, social justice, historical and social foundations of education, and educational technology. The department also hosts a very successful Master's Degree program in Jamaica. Licensure programs are NCATE/CAEP/ELCC recognized. The individual selected is expected to pursue a productive research agenda consistent with the mission of the department, and to help create field-oriented research.

We are now searching for a new colleague who will thrive in a collaborative department that strongly values diversity, social justice, and equity and is dedicated to preparing leaders for districts and schools. The successful candidate will be willing to undertake the challenges and opportunities involved with teaching and supervising doctoral and master's students and for teaching and supervising candidates for administrative licensure such as chairperson, assistant principal, principal, and assistant superintendent and superintendent of schools.

Required Qualifications

- Doctorate in education with emphasis in educational leadership and administration or closely related field of study from a regionally accredited institution
- A record of excellence or potential excellence in teaching, research, service, and professional participation that merits appointment as an assistant professor
- Major specialization in one or more of the following areas: 1) school and district leadership to support social justice, equity, diversity, and a culture of success for all children; 2) teacher leadership and innovative models of distributed leadership; 3) leadership and the process of teaching, learning, and cognition; 4) organizational development and school improvement; and, 5) educational policy, leadership, and administration
- Work experience and/or research that focuses on leading, teaching, and learning in preK-12 settings
- Commitment to serving a culturally and ethnically diverse student body.

Preferred Qualifications

- Background in research and research methods for advising doctoral student research in topics related to leadership and school improvement
- Successful experience teaching educational leadership courses at the graduate level
- Experience in public education as a district and/or school leader
- A research agenda that addresses leadership issues including social justice and equity
- Experience and qualifications appropriate to teaching certification courses for licensure as a building administrator or school superintendent
- Experience with accreditation (CAEP/NCATE/ELCC) and implementation of performance assessment

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Application and Appointment: For full consideration, applications must be received by **February 19, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and *electronically* submit the following:

- Letter describing all qualifications for the position
- Detailed curriculum vitae
- Examples of three recent publications or other scholarly work (such as funded grants, manuscripts in progress, or conference presentations);
- Names of three current professional references with mail and email addresses, and phone numbers
- Unofficial transcripts

No hard or emailed copies will be accepted. Please make sure your Social Security Number *is not* listed on any documents submitted. For more information, contact Dr. Sheldon Watson at (860) 490-8563 or watsonshl@ccsu.edu.

CCSU is an equal opportunity and affirmative action employer. Members of all underrepresented groups, women, veterans and persons with disabilities are invited and encouraged to apply.

Please note: The department is currently advertising for two positions.



Assistant/Associate Professor (C16-037)
Educational Leadership, Policy, And Instructional Technology

Central Connecticut State University's (CCSU) Department of Educational Leadership, Policy & Instructional Technology seeks a faculty member to join the department at the rank of Assistant or Associate Professor. Currently offering Master's degrees, a Sixth Year licensure program for school leaders, superintendent licensure, Ed.D. programs in Educational Leadership and Leadership in Higher Education, the program provides leadership at national, state, and local levels related to learning and assessment, professional and organizational learning, social justice, historical and social foundations of education, and educational technology. Licensure programs are CAEP/NCATE/ELCC recognized. The department also hosts a very successful Master's Degree program in Jamaica.

We are searching for a colleague who is capable of contributing to a department that strongly values diversity, innovation, and social justice. In addition to collaboration with department and university colleagues in developing new configurations of programs to meet diverse student needs at the local and international levels, the position includes graduate teaching and advising in areas of expertise, doctoral advising and committee work, and a productive research agenda.

Required Qualifications

- Doctorate in Educational Leadership, Administration, Management or closely allied discipline (for example, Curriculum and Instruction)
- A record of excellence or potential of excellence in college-level teaching, research, service, and professional participation
- A record of professional engagement in national and/or international educational leadership organizations
- Proven ability to conceive and engage in a significant research agenda
- Work experience and/or research that focuses on educational leadership
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Prior experience in a full time faculty position at the departmental or college level
- Successful experience in graduate education including, teaching, advising, and/or directing doctoral dissertations
- Expertise appropriate for doctoral level teaching and advising
- Successful experience in graduate education and directing doctoral dissertations
- Evidence of scholarly activity that addresses social justice and equity
- Experience with curricula innovation and program renewal at the university level
- Knowledge of ELCC and CAEP accreditation process
- Demonstrated ability in grant writing and management

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Application & Appointment: For full consideration, applications must be received by February 22, 2016. Salary within the Assistant or Associate Professor range is commensurate with education and experience. **Incomplete applications will not be considered.** To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and *electronically* submit the following in a single file and in the order given below:

- Letter of interest addressing all the qualifications for the position
- Current curriculum vitae



- Examples of three recent publications or other scholarly work (such as funded grants, manuscripts in progress, or conference presentations)
- Names of three current professional references with mail and email addresses, and phone numbers.

Emailed or mailed copies will not be accepted. Please make sure your Social Security Number *is not* listed on any documents submitted. For more information contact Dr. Penny Lisi at 860-832-5125 or lisip@ccsu.edu.

CCSU is an affirmative action and equal opportunity employer.



Assistant/Associate Professor of Social Work Revised and Extended (C16-034)
Department of Social Work

Central Connecticut State University invites applications for a full-time, tenure-track position in the social work department. The successful candidate will teach in a CSWE-accredited undergraduate social work program and contribute actively and effectively to student growth, service, and scholarship. Additional responsibilities include coordinate and teach in the weekend social work program, academic advising, serving as field liaison, serving on academic committee assignments, community engagement, grant writing, and other department and academy service activities. The accredited program has a strong teaching emphasis including a competency-based education with a proactive stance valuing diverse and minority perspectives. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Doctorate in Social Work or related field including a JD; ABD considered if the completion of the Ph.D. is by June 1, 2016
- MSW from a CSWE accredited university
- Three years full-time post MSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work foundation and practice courses such as research methods, human behavior and the social Environment, generalist practice & policy

Preferred Qualifications

- Demonstrated research, scholarship and publication
- Communication and interpersonal skills sufficient to work effectively with a diverse array of students and colleagues
- Experience in reaccreditation, student academic advising, committee assignments, professional development activities, research and community service

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Application and Appointment: For full consideration, applications must be received by January 4, 2016. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position including a statement on demonstrated scholarship & publications
- Current curriculum vitae with the names of three current professional references with addresses, email addresses and telephone numbers
- Unofficial Transcripts (official copies will be required)—redact SSN/date of birth

For ABD candidates, letter from thesis advisor stating anticipated date of completion.

No hard or emailed copies will be accepted. For information contact Delia J. González Sanders, Ph.D., MSSW, LCSW Chair, Department of Social Work and Search Committee Chair at 860 832-3143 or at sandersdej@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Instructor/Assistant/Associate Professor (C16-035)
Accounting Department

Central Connecticut State University's School of Business, an AACSB accredited school, invites applications for a full-time, tenure-track position in the Accounting Department. The successful candidate will teach undergraduate and graduate courses in accounting. Candidates are expected to contribute actively and effectively to student growth, service, and scholarship while also expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications:

- Degree must meet one of the following two requirements:
 - (1) Doctorate in Accounting or equivalent from a regionally accredited university (ABD with a 2016 completion date will be considered); OR,
 - (2) M.S. in accounting or M.B.A with a concentration in accounting, with an intention to complete a doctorate in accounting related area; a professional certification (i.e., CPA or CMA); five years of industry experience in accounting; a record of academic publishing excellence; and, a record of teaching excellence
- Capable of meeting AACSB's classification as Scholarly Academic or Scholarly Practitioner
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Two or more years' experience teaching accounting at the college level
- Five years' industry experience in accounting
- Professional accounting certification, i.e., CPA or CMA
- A record of academic publishing excellence

The University: CCSU is one of four state universities with the Board of Regents for Higher Education Connecticut State Colleges & Universities. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

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Application and Appointment: For full consideration, applications must be received by February 29, 2016. Salary and rank are commensurate with education and experience. Incomplete files will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply now](#) and electronically submit the following in a single file and in the order given below:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Unofficial transcripts

For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Finalists will be asked to submit three letters of recommendation.

Emailed or mailed copies will not be accepted. For information contact Dr. Cheryl Crespi at 860-832-3239 or crespichs@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant/Associate Professor in Materials Engineering [C16-027]
Engineering Department

Central Connecticut State University's Engineering Department invites applications for a tenure-track faculty position. The new faculty will join a rapidly growing and vibrant mechanical engineering program. Applicants with significant academic experience and accomplishments could be considered for the rank of Associate Professor. Successful candidates will be expected to be collaborative, committed to excellence in teaching, able to teach and develop a variety of mechanical engineering and engineering technology courses, contribute significantly to undergraduate and graduate research, actively engage in scholarly activity with a continuous research agenda. Department faculty are also expected to participate in program assessment, ABET accreditation activities, service to the department and University, and to be professionally active.

Required Qualifications

- B.S. and Ph.D. in Materials Engineering, Manufacturing Engineering, or Mechanical Engineering or closely related field by the date of appointment
- Extensive background and experience in several materials areas: materials analysis and testing, traditional materials/manufacturing processing, plastic and composite manufacturing processes, composite materials design and analysis, contemporary engineering material selection; nano-materials
- Two years of relevant full-time industrial experience in one or more of the related areas, or equivalent hands-on experience in industrial and governmental research labs
- Excellent communication and presentation skills
- Commitment to serving a culturally diverse student body

Preferred Qualifications

- Teaching experience in ABET accredited mechanical and/or manufacturing undergraduate programs, as well as, at the graduate level
- Ability to teach a wide range of mechanical engineering and engineering technology courses including but not limited to: mechanics, engineering analysis, materials and manufacturing processes
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining instructional and research laboratories
- Experience working with industry with a record of successful external funding for collaborative applied research involving undergraduate and graduate students
- Ability to teach engineering technical writing and presentation
- A professional engineering (P.E.) license

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Application & Appointment: For full consideration, applications must be received by February 15, 2016. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on the **Apply Now** button and **electronically** submit the following in a **single file** and in the order given below:

1. Letter of interest addressing all qualifications for the position
2. Current curriculum vitae
3. Concise statements of teaching philosophy and research interests (two pages maximum)
4. Names of three current professional references with addresses, email addresses and telephone numbers
5. Unofficial transcripts
6. *ABD candidates*, include a letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information, contact Dr. Steven Kirstukas, Search Committee Chair at kirstukas@ccsu.edu. Please make sure your Social Security Number **is not** listed on any documents submitted. Redact any personally identifiable information.



Assistant/Associate Professor in Mechanical Engineering (C16-033)
Engineering Department

Central Connecticut State University's Engineering Department invites applications for a tenure-track faculty position. The new faculty will join a rapidly growing and vibrant mechanical engineering program. Applicants with significant academic experience and accomplishments could be considered for the rank of Associate Professor. Successful candidates will be expected to be collaborative, committed to excellence in teaching, able to teach and develop a variety of mechanical engineering and engineering technology courses, contribute significantly to undergraduate and graduate research, actively engage in scholarly activity with a continuous research agenda. Department faculty are also expected to participate in program assessment, ABET accreditation activities, service to the department and University, and to be professionally active.

Required Qualifications

- B.S. in mechanical, aerospace, electro-mechanical, or electrical engineering
- Ph.D. in mechanical engineering or closely related field by the date of appointment, with at least one degree in mechanical
- Exceptional background in (1) the theory, methodology, and practice of measurements; (2) design, development and analysis of instrumentation and measurement systems used in generating, acquiring, conditioning and processing signals; (3) modeling and control of dynamic systems
- Excellent communication and presentation skills
- Commitment to serving a culturally diverse student body

Preferred Qualifications

- Two years of relevant full-time industrial experience in the related areas, or equivalent hands-on experience in industrial, and government research labs
- Teaching experience in ABET accredited mechanical and/or manufacturing undergraduate programs, as well as, at the graduate level
- Ability to teach a wide range of mechanical engineering and engineering technology courses including but not limited to: mechanics, thermo-fluid sciences, numerical analysis and simulations
- Demonstrated record of outstanding teaching, scholarly activities, advising, service, and experience in developing and/or maintaining instructional and research laboratories
- Experience working with industry with a record of successful external funding for collaborative applied research involving undergraduate and graduate students
- A professional engineering (P.E.) license

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Application & Appointment: For full consideration, applications must be received by February 15, 2016. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on the **Apply Now** button and **electronically** submit the following in a **single file** and in the order given below:

7. Letter of interest addressing all qualifications for the position
8. Current curriculum vitae
9. Concise statements of teaching philosophy and research interests (two pages maximum)
10. Names of three current professional references with addresses, email addresses and telephone numbers
11. Unofficial transcripts
12. *ABD candidates*, include a letter from thesis advisor stating anticipated date of completion.

Emailed or mailed applications are not accepted. For more information, contact Dr. Nidal Al-Masoud, Search Committee Chair at almasoudn@ccsu.edu. Please make sure your Social Security Number **is not** listed on any documents submitted. Redact any personally identifiable information.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor (C16-014)
Department of Counselor Education & Family Therapy

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Counselor Education & Family Therapy. The successful candidate will teach graduate courses in counselor education and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Earned doctorate in counselor education or a related discipline (ABD candidates will be considered; completion is required within one year of appointment.)
- Experience in addiction recovery and mental health counseling
- Commitment to excellence in teaching
- Expertise in counselor training and clinical supervision
- Qualified to teach core counseling courses (theory and techniques, group counseling, ethics);
- Demonstrate experience or potential for research and scholarship
- Commitment to serving culturally diverse communities
- License eligible counseling field (i.e., LPC and/or LADC)

Preferred Qualifications:

- Successful teaching experience in higher education
- Demonstrated experience for mentoring and supervising graduate students
- Experience in program development and accreditation
- Experience in rehabilitation counseling
- Eligibility for Certified Rehabilitation Counselor (CRC)
- Experience in marriage and family counseling
- Graduate from a CACREP accredited program

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Application and Appointment: For full consideration, applications must be received by November 1, 2015 for a fall semester 2016 (August) appointment. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to <http://www.ccsu.edu/jobs> click on *Apply Now* and submit the following:

- Letter of interest addressing qualifications for the position
- Current curriculum vitae including the names of three current professional references with addresses, email addresses and telephone numbers; references will be contacted prior to on-campus interviews.
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Cherie King, Search Committee Chair by email at kingche@ccsu.edu. Please make sure your Social Security Number *is not* listed on any documents submitted.

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Assistant Professor (C16-025)
Theatre Department

Central Connecticut State University invites applications for a full-time, tenure-track Assistant Professor position in the Theatre Department. The successful candidate will teach undergraduate courses in costuming, costume design, costume construction, scene design, scene painting, rendering and drawing, and period styles. Responsibilities: design and execute scenery and costumes for four mainstage productions per year (two per semester) and supervise student design projects; advise students academically, contribute actively: and effectively to student growth, service, and scholarship and serve on university and department committees.

Required Qualifications

- MFA in theatrical design (or equivalent) by the time of application
- Three years (FTE) teaching experience at the college/university level
- Experience in designing and executing scenery and costumes
- Supervisory experience in a costume shop.
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Evidence of scholarly activity, e.g., professional theatrical production, conference presentations, journal articles
- Knowledge of technology design-based software, e.g., AutoCAD, Vectorworks, Photoshop
- Expertise in one or more secondary skills: draping, scenic painting, model building, water color or sketching.

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Application and Appointment: For full consideration, applications must be received by January 15, 2015. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae/résumé
- Digital portfolio in pdf or a link to applicant's website
- Teaching philosophy statement
- Names of three current professional and academic references with addresses, email addresses and telephone numbers

Emailed or mailed copies will not be accepted. For more information contact, Professor Tom Callery at 860-832-3153. Please make sure your Social Security Number *is not* listed on any documents submitted.

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Assistant/Associate Professor (C16-006)
Department of Sociology

The Department of Sociology seeks a candidate with demonstrated teaching excellence and a commitment to scholarship for a tenure-track, Assistant or Associate Professor position beginning in August 2016. The successful candidate will teach undergraduate courses in Sociology, the interdisciplinary Gerontology Program and contribute actively and effectively to student growth, service, and scholarship. The candidate is expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Sociology or Gerontology (with graduate training in Sociology) is required at the time of appointment with a teaching and research focus in Gerontology
- Commitment to working with a culturally diverse student body
- Demonstrated teaching excellence
- Commitment to scholarship

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Application and Appointment: For full consideration, applications must be received by December 15, 2015, for a fall semester 2016 (August) appointment. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current curriculum vitae including the names, addresses, telephone numbers of three current professional references
- Evidence of teaching ability, including: sample syllabi and assignments, student evaluations, and a statement of teaching philosophy that specifically addresses teaching students with diverse needs and backgrounds
- Writing sample and/or recent publications
- Up to three letters of recommendation to be sent to the Search Committee Chair (greenbaum@ccsu.edu)

With the exception of the letters of references, applications will not be considered if sent via email or postal mail. For information contact Search Chairs, Dr. Jessica Greenebaum (greenbaum@mail.ccsu.edu) or Dr. Fumilayo Showers (fshowers@ccsu.edu). Sociology, 317 Social Sciences Hall, 1615 Stanley Street, P.O. Box 4010, New Britain, CT. 06050-4010. Members of all underrepresented groups, women, veterans, and persons with disabilities are invited and encouraged to apply.

Please make sure your Social Security Number *is not* listed on any documents submitted.

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Assistant Professor (C16-007)
Journalism

Central Connecticut State University invites applications for a full-time, tenure-track position in the Journalism department. The successful candidate will teach undergraduate courses in writing, reporting and other aspects of journalism and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree with at least 10 years in daily newsrooms or magazines or a Ph.D. in journalism, media, mass communications or related degree with a minimum of five years of professional journalism experience
- Experience teaching journalism at the college level
- Evidence of using multimedia to enhance writing and reporting
- Experience covering communities, government agencies and public affairs
- In-depth experience in at least one other specialty beat (for ex: science, health, religion, politics)
- Evidence of ongoing creative/scholarly work
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Expertise in data journalism, multimedia editing and/or web publishing
- Experience teaching data journalism and/or data visualization

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Application and Appointment: For full consideration, applications must be received by November 15, 2015. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Samples of scholarship or creative work
- Names of three current professional references with addresses, email addresses and telephone numbers.
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Vivian Martin at 860-832-2776 or martinv@ccsu.edu. Please make sure your Social Security Number and date of birth *are not* listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor in Strategic Communication (C16-005)
Department of Communication

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Communication. Tenure track faculty are expected to engage in research, teaching and service activities, and be committed to multiculturalism and working with a diverse student body. We seek a strategic communication generalist, who can teach and do research in any of the following areas: public relations, organizational communication, and/or social media. Priority will be given to an individual able to demonstrate effective teaching in the areas of public relations and organizational communication. The successful candidate will teach a variety of undergraduate and graduate courses in the area of public relations and organizational communication, including introductory, writing intensive, theory, skills-based and strategy-based courses.

Required Qualifications:

- Ph.D. in Communication or a related discipline (A.B.D. will be considered with the expectation that Ph.D. will be completed by December 31, 2016.)
- Commitment to serving culturally, ethnically and linguistically diverse communities;
- Evidence of research in the area of public relations and/or organizational communication.
- Publication activity
- Evidence of college teaching effectiveness

Preferred Qualifications:

- Professional experience in public relations and/or organizational communication;
- Experience with community-based programs/projects consistent with the university's focus on community engagement

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Application and Appointment: For full consideration, applications must be received by **September 30, 2015**. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs and **electronically** submit the following in a **single file** and in the order given below:

- Letter of interest addressing the qualifications for the position; reference Search Number: C16-005
- Current curriculum vitae, including list of college courses taught
- Names of three current professional references with addresses, email addresses and telephone numbers
- Recent teaching evaluations
- For ABD candidates, letter from dissertation advisor stating anticipated date of completion.

No emailed or mailed applications will be considered. For more information contact Christopher Pudlinski at 860-832-2690 or pudlinskic@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted. Redact any personally identifiable information.

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Assistant Professor in Public Relations (C16-004)
Communications Department

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Communication. Tenure track faculty are expected to engage in research, teaching and service activities, and be committed to multiculturalism and working with a diverse student body. We seek a public relations specialist with significant experience in social media. The successful candidate should be fully proficient with relevant software and digital media platforms used in the practice of public relations and social media. Priority will be given to an individual able to demonstrate effective teaching in the areas of social media and public relations. The successful candidate will teach undergraduate and graduate courses in the area of public relations, including writing, strategies and social media.

Required Qualifications:

- Ph.D. in Communication or a related discipline (A.B.D. will be considered with the expectation that Ph.D. will be completed by December 31, 2016.)
- Commitment to serving culturally, ethnically and linguistically diverse communities
- Evidence of research in the area of strategic communication, social media and/or public relations;
- Evidence of proficiency with various social media platforms (e.g., Twitter, Instagram, LinkedIn, Facebook)
- Publication activity
- Evidence of college teaching effectiveness

Preferred Qualifications:

- Professional experience in public relations and/or social media
- Prior experience using Adobe Creative Suite or an equivalent
- Experience with community-based programs/projects consistent with the university's focus on community engagement

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Application and Appointment: For full consideration, applications must be received by **September 30, 2015**. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs and **electronically** submit the following in a **single file** and in the order given below:

- Letter of interest addressing the qualifications for the position; reference Search Number: C16-004
- Current curriculum vitae, including list of college courses taught
- Names of three current professional references with addresses, email addresses and telephone numbers.
- Recent teaching evaluations
- For ABD candidates, letter from dissertation advisor stating anticipated date of completion.

No emailed or mailed applications will be considered. For more information contact Christopher Pudlinski at 860-832-2690 or pudlinskic@ccsu.edu. Please make sure your Social Security Number is **not** listed on any documents submitted. Redact any personally identifiable information.

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Assistant Professor of Special Education (C16-032)
Department of Special Education and Interventions

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Special Education and Interventions. The successful candidate will teach undergraduate and graduate courses in special education and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Earned doctorate in Special Education or equivalent with an emphasis on students with special needs at the elementary and/or secondary level
- Three or more years of professional experience in a K-12 setting; public school setting preferred
- Experience in data-based decision making
- Documented quality in teaching, scholarship, service and discipline-related professional activity
- Competence in integrating technology into instruction
- Evidence of exemplary organizational and interpersonal skills;
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications

- Earned special education teaching certificate
- Experience in the implementation of positive behavioral interventions and supports (PBIS) in general and special education settings within a multi-tiered system of supports (MTSS)
- Experience in transition planning
- Culturally responsive teaching practices and /or experience working with and recruiting culturally diverse students
- Teaching experience with students with autism spectrum disorders
- Evidence of commitment to and experience with field-based preparation of special education teachers
- Success in seeking external funding

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Application and Appointment: For full consideration, applications must be received by **January 11, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Evidence of teaching excellence, e.g., student evaluations

Emailed or mailed copies will not be accepted. For information contact Anne Dubiel at 860-832-2400 or DubielA@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor Tenure Track (C16-003)
Criminology and Criminal Justice

Central Connecticut State University invites applications for a full-time, Assistant Professor in the Criminology and Criminal Justice Department. The Criminology Department's mission is to lead the state of Connecticut in the creation and dissemination of theoretical, scientific, and practical knowledge of Criminal Justice and is a growing multi-disciplinary department offering a B.A. in Criminology and an M.S. in Criminal Justice. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The Department has an applied focus centering on the behavioral and systemic aspects of criminology and criminal justice. For more information regarding faculty and curriculum please visit our website at www.crim.ccsu.edu.

Required Qualifications:

- A doctorate in criminology/criminal justice or related field at the time of appointment from an accredited doctoral program. ABD considered if the completion of the Ph.D. is by August 2016 (A.J.D. is not considered a terminal degree for this position.)
- Areas of specialization are open. Priority will be given to those applicants with expertise in areas that complement the current faculty members' areas of specialization.
- Demonstrated commitment to serving culturally, ethnically and linguistically diverse communities.
- Excellent written and oral communication skills

Preferred Qualifications:

- University teaching experience
- A record of scholarly activity (e.g., publications and presentations at professional conferences) Acceptable publications and presentations are those that have been externally-reviewed for appropriateness (e.g., peer-reviewed journal articles and conference presentations, edited book chapters or books). Self-published material will not qualify.
- Evidence of university and professional service, especially with underserved populations

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Application and Appointment: For full consideration, electronic applications must be received by **December 1, 2015** for an August 2016 appointment. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on *Apply Now* and electronically submit the following:

- Letter of interest addressing all the qualifications for the position, including commitment to diversity
- Curriculum vita
- Names of three professional references with addresses, email addresses and telephone numbers
- Transcripts (Unofficial copies are acceptable; if selected, official copies will be required.)
- ABD candidates—letter from thesis advisor stating anticipated date of completion

Emailed or mailed copies will not be accepted. For more information contact Dr. Stephen Cox, Search Chair at coxS@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor
Department of Physical Education & Human Performance (C16-030)

CCSU is seeking candidates for a fulltime tenure track position in the Department of Physical Education and Human Performance at the assistant professor rank beginning in August 2016. The candidate should document a commitment to teaching excellence, knowledge of instructional technology, assessment and sensitivity to teaching diverse populations. CCSU faculty is expected to contribute to the mission of the university, as well as the department, engage in scholarship, service and student advisement. The successful candidate will engage in the preparation of exercise science and athletic training majors. Teaching responsibilities may include, but not limited to the following courses: Human Nutrition, Organization and Management in Exercise Science, Fitness Assessment and Exercise Prescription and Leadership in Group Exercise. Candidates are expected to be committed to multiculturalism and working with diverse students.

Required Qualifications

- Doctorate in exercise science emphasis or closely related field
- One-year college teaching experience teaching exercise science related courses
- Scholarly record e.g., presentations, publications, research, and/or community engagement

Preferred Qualifications

- Experience teaching one or more of the following courses: Human Nutrition, Organization and Management in Exercise Science, Fitness Assessment and Exercise Prescription, and Leadership in Group Exercise
- Certification in any of the following: Certified Athletic Trainer (ATC), Registered Dietitian (RD), Sports Dietetics Certification (CSSD), National Strength & Conditioning Association Certified Strength & Conditioning Specialist (NSCA-CSCS), American College of Sports Medicine Certified Exercise Physiologist (ACSM EP-C)

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Application and Appointment: For full consideration, applications must be received by **December 18, 2015**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current curriculum vitae
- Names of three professional references including their address, email address, and telephone numbers.
- Transcripts (Unofficial copies are acceptable; if selected, official copies will be required)

Emailed or mailed copies will not be accepted. For more information contact Jason Melnyk, Search Committee Chair at 860-832-2160 or jmelnyk@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

Central Connecticut State University is an Affirmative Action and Equal Opportunity Employer



Assistant Professor (C16-036)
Department of Nursing

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Nursing. The successful candidate will teach undergraduate and graduate courses in the BSN and RN-BSN levels, and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree in nursing
- Maticulated into a doctoral program in nursing
- Experience in maternity and adult health
- College-level teaching experience along with recent clinical experience in Maternity nursing
- Eligibility for Connecticut RN and/or APRN licensure
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Ph.D. in nursing or related nursing discipline
- Doctorate in Nursing Practice (DNP)
- Baccalaureate teaching experience nursing
- Evidence of scholarly activity

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Application and Appointment: For full consideration, applications must be received by **January 15, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers

Emailed or mailed copies will not be accepted. For more information contact Dr. Nancy Peear, Co-Chair (860-832-2116) or Dr. Leona Konieczny, Co-Chair at 860-832-3104 or npeear@ccsu.edu or konieczny@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor Mathematics Education (C16-028)
Department of Mathematical Sciences

Central Connecticut State University's (CCSU) Department of Mathematical Sciences is seeking a dynamic faculty member with a strong mathematics background and teaching experience within the K-12 grade levels. This is a tenure-track faculty position with a course load of 12 credits per semester, research, and service to the university and the profession. The faculty member filling this position will have responsibilities in the department for teaching curricula that prepare undergraduates and graduate students to integrate mathematics content for elementary, secondary, and administrative licensure programs. CCSU is a community of learners dedicated to teaching and to scholarship. We encourage the development and application of knowledge and ideas through research and outreach activities. We prepare students to be thoughtful, responsible and successful citizens and teachers. The position is full time beginning August 2016.

Required qualifications:

- Ph.D. or Ed.D in Mathematics, Mathematics Education, or related field that includes substantial mathematics OR matriculation in one of the aforementioned programs with a completion date no later than fall 2017 (ABD candidate would be hired at the instructor level.)
- Five years as a practicing K-12 educator in mathematics or three years as a practicing K-12 educator in mathematics and two years of college level teaching experience
- Ability to teach college level math courses
- Understanding of the implementation of Common Core State Standards for Mathematics
- Potential for scholarly productivity
- Effective written communication skills
- Commitment to serving a cultural diverse student body

Preferred qualifications:

- Successful teaching experience in higher education
- Experience in using technology in higher education and/or K-12 to increase student learning
- Experience as a mathematics supervisor, principal, or other administrator
- Demonstrated record of scholarship

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Application and Appointment: For full consideration, applications must be received by **December 10, 2015**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on the **Apply Now** and **electronically** submit the following:

- Letter of interest addressing the qualifications for the position and accomplishments
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Two statements: 1) Statement of Research; 2) Philosophy of Teaching
- Unofficial transcripts of all coursework in mathematics (**redact SSN**)
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. If you would like more information on this position, please e-mail Dr. Maria Mitchell, Chair of the Mathematics Education Search Committee at mitchellm@ccsu.edu. Please make sure your Social Security Number **is not** listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor (C16-029)
Department of Psychological Science

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Psychological Science. The successful candidate will teach courses in developmental psychology and contribute actively and effectively to student growth, service, and scholarship. We are especially interested in a candidate who can also teach classes in Sensation and Perception and/or Physiological Psychology. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The regular teaching load is 12 hours per semester with some evening classes required.

Required Qualifications:

- Ph.D. in Psychology with specialization in developmental psychology, or related field by the date of appointment (ABD may be considered but the Ph.D. must be earned by date of appointment)
- Ability to teach courses in developmental psychology
- Evidence of effective teaching
- Evidence of active research (e.g., publications and presentations at professional conferences)
- Programmatic research plan
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- College-level teaching experience in developmental psychology
- Ability to teach courses in Sensation and Perception and/or Physiological Psychology
- A demonstrated ability to work with a diverse student population.

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Application and Appointment: For full consideration, applications must be received by January 15, 2016. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on **Apply Now** and **electronically** submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- A statement of research interest
- A statement of teaching philosophy
- Evidence of teaching effectiveness, i.e., student evaluations
- Names of three current professional references with addresses, email addresses and telephone numbers
- For ABD candidates, letter from thesis advisor stating anticipated date of completion

No emailed or hard copies will be accepted. For more information, contact Dr. Marisa Mealy, Chair, Search Committee (mealyrmar@ccsu.edu; 860-832-1847) or Dr. Carolyn R. Fallahi, Chair, Department of Psychological Science (fallahic@ccsu.edu; 860-832-3114). Please make sure your Social Security Number **is not** listed on any documents submitted.

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Associate Professor: Nurse Anesthetist (C16-041)
Department of Biology

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Biology with primary responsibilities in the Doctorate of Nurse Anesthesia Practice (DNAP) program. The successful candidate will have the following responsibilities: 1) teach doctoral level courses in the DNAP program, 2) develop a research program appropriate for the DNAP program, 3) participate in evaluation of DNAP capstone projects, 4) serve on the Admission Committee for DNAP program, and 5) contribute to committee service at the department and university level. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Candidate is capable of meeting all responsibilities listed above.
- DNAP, DNP, or PhD in Nurse Anesthesia. (The completion of doctorate is required by time of appointment.)
- Current certification or recertification as CRNA
- College-level teaching experience
- Demonstrate commitment to serving culturally, ethnically, and linguistically diverse communities.

Preferred Qualifications

- Clinical competency as demonstrated by two years of practice as CRNA
- College-level teaching experience in programs leading to degrees in Nurse Anesthesia
- Teaching experience includes all aspects of preparation and full course responsibilities for entire academic term, i.e., experience beyond teaching assistantships and guest lectures
- Experience in distance learning as instructor and course designer
- Experience with program assessment
- Strong background in Biological Sciences

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Application and Appointment: For full consideration, applications must be received by **March 8, 2016**. Salary and rank are commensurate with education and experience. Salary range is \$73,707 - \$98,664 (2015); option of increasing salary through 12-month appointment to pursue non-teaching responsibilities. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on **Apply Now** and **electronically** submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Ruth Rollin at 860-832-2659 or rollin@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor (C16-026)
Journalism Department

Central Connecticut State University invites applications for a full-time, tenure-track position in the Journalism Department. The successful candidate will teach undergraduate courses in writing, reporting and other aspects of journalism and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Master's degree in Journalism, media or related discipline with substantial experience in daily newsrooms
- Experience teaching writing and reporting in college
- Experience utilizing multimedia in professional work or classroom
- Expertise in a journalistic beat or more than one medium (print, broadcast, photojournalism)
- Evidence of ongoing creative/scholarly work
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Ph.D. in journalism, media, mass communications or related degree
- Expertise in design or other area of visual journalism (photojournalism, web publishing)

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Application and Appointment: For full consideration, applications must be received by **January 15, 2016**. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on **Apply Now** and **electronically** submit the following:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Samples of scholarship or creative work
- Names of three current professional references (including a supervisor) with addresses, email addresses and telephone numbers.
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Vivian Martin at 860-832-2776 or martinv@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant/Associate Professor (C15-078)
Finance Department

Central Connecticut State University invites applications for a full-time, tenure-track position in the Finance Department. The successful candidate will teach undergraduate and graduate finance courses and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body. The normal teaching load is four sections per semester with the possibility of a reduction to three sections per semester for conducting research.

Required Qualifications

- Ph.D. in Finance or a related discipline. (Finance ABD will be considered; completion of the Ph.D. is required by August 30, 2016.)
- A proven record of excellence in teaching finance courses
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Ph.D. from AACSB-accredited school
- Business work experience
- Scholarly activity in finance

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Application and Appointment: For full consideration, applications must be received by November 30, 2015, for a fall semester 2016 (August) appointment. Salary and rank are commensurate with education and experience. Incomplete files will not be considered. To begin the application process, go to www.ccsu.edu/jobs and submit the following:

- Letter of interest addressing their qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers.
- Transcripts (Unofficial copies are acceptable; if selected, official copies will be required.)
- Teaching evaluations

Emailed or mailed copies will not be accepted. Please make sure your Social Security Number is not listed on any documents submitted. For information contact Dr. Kathy Czernik at czernikk@ccsu.edu. Finalists will be asked to submit three letters of recommendations.

CCSU is an affirmative action and equal opportunity employer/educator.



Assistant/Associate/Full Professor (C16-024)
Management and Organization Department

The Central Connecticut State University (CCSU) Management and Organization Department invites applications for one full-time tenure track position in the Management and Organization Department. The Department offers four areas of focus (Entrepreneurship, Human Resource Management, International Business, and General Management) and is responsible for the School of Business undergraduate Senior Capstone Strategy course and graduate (MBA) course in Leadership. The successful candidate will teach undergraduate courses in Human Resources and one or more of the aforementioned areas.

The successful candidate also will contribute actively and effectively to student growth, service, and scholarship. The primary responsibility of these positions is teaching. Research and service to the department and university are required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. or DBA in Management, Human Resource Management, or a closely related discipline. ABD with expected degree completion by May 31, 2016 may be considered.
- University teaching experience
- Established or emerging research accomplishments
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications:

- Earned Ph.D. or DBA from an AACSB accredited Business School
- Ability to teach across management functions
- Relevant business experience
- Accepted peer-reviewed publications

The CCSU Business School: The CCSU Business School is accredited by AACSB International. The school offers a Bachelor of Business Administration Degree and a Master of Business Administration degree. It includes fifty faculty in five departments: Accounting, Finance, Management, Management Information Systems, and Marketing.

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Application and Appointment: For full consideration, applications must be received by January 31, 2016. Salary and rank are commensurate with education and experience. **Incomplete applications will not be considered.** To begin the application process, go to www.ccsu.edu/jobs or click on the **Apply Now** and **electronically** submit the following required documents:

- Letter of interest addressing qualifications for the position
- Current curriculum vitae
- Unofficial transcripts of graduate education
- Names of three current professional references with addresses, email addresses and telephone numbers.
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Drew Harris at 860-832-3212 or harrisdrj@ccsu.edu.

Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant/Associate Professor of Marketing (C15-070)
Marketing Department
School of Business

Central Connecticut State University invites applications for a full-time, tenure-track Assistant/Associate Professor position in the Marketing Department beginning fall 2016. The successful candidate will teach undergraduate and graduate courses in marketing and contribute actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Ph.D. in Marketing from an accredited university or a Ph.D. in a related field with significant teaching, research and employment experience in Marketing; ABD candidates with an expected completion date of August 2016 will be considered.
- Expertise and interest in several areas of marketing such as Consumer Behavior, Marketing Research, Digital Marketing, Marketing Analytics, Marketing Strategy, International Marketing and other areas of marketing typically covered in elective courses
- Evidence of effective teaching across Marketing areas
- Evidence of a research agenda in Marketing
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Evidence of industry experience in Marketing relevant to areas of teaching
- Evidence of scholarly activities
- Experience mentoring students in marketing-related activities/projects

Candidates with experience and credentials above this level will be eligible for consideration at the rank of associate professor.

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Application and Appointment: For full consideration, applications must be received by November 10, 2015. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and [electronically](#) submit the following:

- Letter of interest addressing all the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact, Dr. Nasser Raajpoot at raajpootnus@ccsu.edu.

Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant/Associate Professor (C15-072)
Accounting Department

Central Connecticut State University invites applications for a full-time, tenure-track position in the Accounting Department. We prefer a candidate interested in teaching undergraduate and graduate courses in auditing, but all teaching interests will be considered. Candidates are expected to contribute actively and effectively to student growth, service, and scholarship while also expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications:

- Doctorate in Accounting or closely related field from a regionally accredited university (ABD with a 2016 completion date will be considered)
- Two years' experience in auditing
- Professional accounting certification
- Strong potential for scholarship
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:

- Two years of college teaching experience in accounting and/or auditing and an interest in teaching auditing
- Current CPA certification
- Manager level auditing experience

The School of Business is AACSB accredited. It offers bachelor's degrees in accounting and four other disciplines and an MBA, including a concentration in Accounting. The School is looking for faculty members who are actively engaged in scholarly activity and have demonstrated excellence in teaching. For more information visit the school's website at <http://www.ccsu.edu/business/>.

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Application and Appointment: For full consideration, applications must be received by **October 30, 2015**. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs and [electronically](#) submit the following in a [single file](#) and in the order given below:

- Letter of interest addressing the qualifications for the position;
- Current curriculum vitae;
- Names of three current professional references with addresses, email addresses and telephone numbers.

For ABD candidates, letter from thesis advisor stating anticipated date of completion.

No hard or emailed copies will be accepted. For information contact Dr. Cheryl Crespi at 860-832-3239 or ccrespichs@ccsu.edu. Please make sure your Social Security Number and date of birth are listed on any documents submitted.

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DAgostino, Nicholas (Diversity and Equity)

From: DAgostino, Nicholas (Diversity and Equity) on behalf of Rodriguez, Rosa (Diversity and Equity)
Sent: Friday, July 15, 2016 4:10 PM
To: DAgostino, Nicholas (Diversity and Equity)
Subject: Invitation to Serve on the Affirmative Action Employee Advisory Committee

Dear Colleagues:

As part of the CT Affirmative Action (AA) Plan regulations, agencies with over 100 employees can choose to have an Employee Advisory Committee to assist in pursuing the goals and objectives of affirmative action and equal opportunity. CT regulations 46a-68-36 (d) state, *The committee, if established, may consider any matter appropriate to the development and implementation of the affirmative action plan.*

In the past, we have met this obligation utilizing the various employee groups on campus e.g., Committee on the Concerns of Women, Latino Employee Group, LGBT Advisory Committee; however, CCSU will be establishing a separate campus-wide committee that will be charged with assisting the university in our implementation of the AA plan.

You have been identified as a CCSU employee who could assist the Office of Diversity and Equity in our work to achieve CCSU's affirmative action goals and objectives. This committee will meet two times semester to discuss the hiring, promotional and programmatic goals and their achievement. We are hoping you will advise our office on achieving these goals and diversifying CCSU in all levels.

Please notify us of your interest to participate by July 31, 2016,

Rosa

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CENTRAL CONNECTICUT STATE UNIVERSITY



HIRING AND SEARCH MANUAL

Published: February 2010
Revised: January 2016

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INTRODUCTION

This manual will assist Hiring Managers and Search Committees in recruiting, interviewing, selecting, and hiring candidates for employment at Central Connecticut State University (CCSU). Questions should be directed to the Human Resources Department (x21751, Davidson 101) or the Office of Diversity & Equity (x20178, Davidson 102). We welcome your comments and feedback on the contents of this manual.

DISCLAIMER

The information contained in this manual is subject to change based on revisions to collective bargaining agreements, statutes, and ConnSCU/CCSU policies. In the event of any conflict between the information contained herein and the provisions of any application contract or statute, the contract or statute shall govern in all cases.

CHANGES AND REVISIONS

Revisions and updates will be made electronically and the most up-to-date version will always be available on HR's website.

**SECTION 1
UNCLASSIFIED POSITIONS**

**AAUP, SUOAF, and
MANAGEMENT/CONFIDENTIAL**

AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of a non-faculty position **must** be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the request.

AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent bargaining unit or management/confidential position can be filled. The link to the AAP-1 form is at the bottom of this page.

AAP-1s are **not** required for University Assistant (UA) or Student Worker positions. See hiring procedures for UAs and Student Workers in Sections 4 and 5 respectively.

**PROCEDURES FOR POSITIONS REQUIRING AN
AFFIRMATIVE ACTION SEARCH**

REGULAR APPOINTMENT (AAUP) (Article 4.8.1)

TERM APPOINTMENT (SUOAF) (Article 13.2)

**NON-TEMPORARY APPOINTMENT (Management Confidential Policies)
(Articles 5.4-5.5)**

Completing the AAP-1 Personnel Action Request Form

- The Hiring Manager is responsible for completing the AAP-1 and securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position;
 - ✓ Refill a vacant position; or
 - ✓ Refill and reclassify a vacant position
- The justification should include an explanation of how the position will be funded.
- This is also a good time to review the existing job description for the position to determine if it still meets the department's needs.
- For all positions except AAUP**, a copy of the job description and organizational chart **MUST** be attached to the AAP-1.

- If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See Job Descriptions on p.8 for more information).
- The completed AAP-1 form is routed to the appropriate Vice President/Chief Officer, the Budget Office, and Human Resources for review and approval.
- Once the AAP-1 has been approved, Human Resources will notify the Hiring Manager and the search process can begin. Procedures may vary depending on contractual requirements.

Internal SUOAF notice

- SUOAF members at all University campuses and the Board of Regents receive an electronic notice of any bargaining unit opening in accordance with Article 10.4.1 of the collective bargaining agreement. Any SUOAF member who is interested in the position must be considered for the position, but Hiring Managers are under no obligation to hire from within the internal pool of candidates.
- In accordance with Article 10.4.2, "failure to promote a bargaining unit member is not grievable."

Internal SUOAF hire

- If a member of the SUOAF bargaining unit is selected for the position, the Hiring Manager sends a memo to the appropriate Vice President/Chief Officer requesting an internal transfer. If approved, the Hiring Manager should seek guidance from Human Resources regarding salary.
- In accordance with Article 10.5.2, Human Resources will consult with SUOAF to approve the appointment.
- The Hiring Manager calls the recommended candidate to make a conditional offer of employment. At this time, it is appropriate to discuss a salary offer and proposed starting date.
- If salary requirements must be adjusted, the Hiring Manager should not make any commitments, but should seek guidance from the Vice President/Chief Officer and/or Human Resources. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- If the candidate accepts the University's conditional verbal offer of employment, the Hiring Manager notifies Human Resources in writing.
- Human Resources will prepare the appropriate appointment letter for the President's signature.

- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Employment information is sent to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned to Human Resources and the candidate completes the necessary employment forms, the new employee is put on the payroll.

Search Number and Search Packet

- If an internal hire is not made, an external search begins.
- Human Resources will assign a search number and email the Hiring Manager with instructions on forming the Search Committee. The Hiring Manager must forward a list of Search Committee members to the Office of Diversity & Equity (ODE) and identify the Search Chair.
- Once the search number has been issued and the ODE has been notified, ODE will send a Search Packet to the Search Chair. This packet provides important information to the Search Committee and is used throughout the process to organize search forms.

**JOB DESCRIPTIONS
for SUOAF and MANAGEMENT/CONFIDENTIAL POSITIONS**

Job descriptions for **SUOAF and Management/Confidential positions** must be attached to the AAP-1 form when submitted.

Review the current job description to ensure that it accurately reflects the duties and responsibilities, as well as the *minimum* qualifications for the position being established or filled. *Preferred* qualifications should not be included in the job description, but may be included in the advertisement for the position.

If the current Job Description is accurate

- If the current job description does not require any changes, attach it to the AAP-1 along with a current organizational chart.

If the current Job Description needs updating

- If the job description needs to be revised or updated, contact Human Resources (x21856) for assistance. HR will work with the department to make the necessary revisions to the job description and get the necessary approvals and signatures, if required.
- Once approved, the revised job description should be attached to the AAP-1 along with the organizational chart.

If a new Job Description is required

- If the position is NEW and we do not have a current job description, contact Human Resources (x21856). HR will determine if an existing description can be modified or if a new job description is needed. HR will work with the Hiring Manager to ensure that the job duties and the qualifications are accurate. If the position requires review by the system-wide Council on Employee Relations (CER) and union officials, HR will obtain the necessary approvals.

AAP-2 AFFIRMATIVE ACTION SEARCH PLAN

Running a successful search is an art, not a science. However, there are best practices and guidelines that should be followed by all Search Committees to ensure a successful, credible process.

The search process is part of the overall retention process. A well run search will help to ensure that the candidate who is ultimately hired is a good match for the position, which leads to improved retention.

Forming the Search Committee

- In order to ensure that the most qualified candidates are recruited and selected for unclassified positions, interviews are conducted by Search Committees.
- The Hiring Manager selects members to serve based on their experience and/or knowledge of the position being filled. For most positions, three or four members for a Search Committee are appropriate. For positions that have a campus-wide impact, such as Provost, it may be appropriate to have a larger committee so that the university community is represented.
- The Search Committee membership should reflect the diversity of culture, thought, experience, and viewpoints represented by the students, faculty, and staff at CCSU.

The Hiring Manager should not be a member of the Search Committee.

- The CSU Policy Regarding Nepotism in Employment requires that “any employee serving on a Search Committee must excuse themselves from consideration of the qualifications of a relative if one applies for the position and must further disclose to the Search Committee that said candidate is a relative.”
- Article 11.3 of the SUOAF-AFSCME contract requires that “if a Search Committee is used to screen applicants for a bargaining unit position(s), at least one of its members will be appointed by the union.” Hiring Managers must contact the CCSU SUOAF-AFSCME President for the name of a SUOAF representative to serve on the Search Committee.

Role of the Search Chair

- The Chair ensures that the Search Committee’s charge is carried out.
- The Chair sees to it that Committee discussions are open and that every Search Committee member has an opportunity to voice his/her opinion. His/her role is to bring about consensus among the committee members.
- The Chair contemporaneously documents all of the Committee’s decisions, and records those decisions in the meeting minutes. Internal discussions or procedural matters should **not** be recorded.
- The Chair ensures that procedures are followed and that all necessary forms are completed and processed in a timely fashion.
- The Chair keeps the Hiring Manager informed of the Search Committee’s progress.
- The Chair corresponds with all candidates on behalf of the Search Committee.

Role of the Search Committee

- The Search Committee establishes a Search Plan including:
 - ✓ Determining advertising and recruitment sources
 - ✓ Identifying special recruitment efforts to ensure a diverse pool of candidates
 - ✓ Personally recruiting for the position
 - ✓ Determining Preferred and Minimum Qualifications
 - ✓ Drafting the ad copy
 - ✓ Establishing criteria and standards for evaluating candidates’ credentials based on the position description and the advertised qualifications. **The agreed-upon standards should be recorded in the Search Committee meeting minutes.**
 - ✓ Setting timelines for application review and interviews

- ✓ Determining the interview format
- ✓ Establishing a communication plan for the department/campus and the candidates
- ✓ Setting up a tentative timeline for the search process. Have realistic expectations and try to create a schedule that works for everyone on the committee.
- Search Committee members should make every effort to attend all meetings.
- All deliberations must occur within the Search Committee meetings.
- Search Committee members should not discuss the search outside of meetings, with Search Committee members or others.
- If the Search Committee is communicating via e-mail, all members should be copied on the correspondence.
- All Search Committee members are responsible for ensuring that all applicants are treated fairly and equitably.

Next Steps

- Once the membership of the Search Committee has been approved by ODE, the Committee must meet to discuss a recruitment plan and draft the proposed Notice of Vacancy and advertisement (see page 14 for Notice of Vacancy template).
- The Search Chair completes the AAP-2, attaches the proposed Notice of Vacancy and advertisement, and forwards it to the appropriate parties for approval.
- The Search Chair then contacts the ODE (x21652 or soucyp@ccsu.edu) and provides possible dates when *all* Search Committee members are available for the Charge meeting (see Appendix A for Search Charge).
- At the Charge meeting, ODE staff will explain the search process, the committee's responsibilities, and finalize the proposed advertisement and advertising sources.
- The Search Committee will also receive information at the Charge meeting regarding affirmative action goals for the position.

No position will be advertised until the AAP-2 form has been approved by the ODE and the Search Committee has received its charge.

Search Committee Communications with the Campus Community

- Searches for positions that have university-wide impact are of great interest to the campus community. For example, the hiring of a new Provost or Library Director is of critical importance to many constituencies.

- It is very important that searches appear transparent and open, and that campus constituencies are included in the search process by providing opportunities for faculty, staff, and students to meet with candidates who come to campus.
- Arranging for multiple meetings that include all interested groups can be a logistical challenge, but it is a critical part of the search process and every effort should be made to allow ample opportunity for participation when candidates come to campus.
- Search Committees are encouraged to maintain regular communication with the various campus constituencies who might be interested in the progress and outcome of the search. This communication may include campus-wide e-mails, announcements at the Faculty Senate, requests to participate in Open Forums, and requests for input and feedback for as much information as possible without compromising the confidentiality of Search Committee discussions.
- Search Committees should provide regular updates to the campus on the progress of searches that have campus-wide impact.
- Campus-wide forums should include an opportunity for attendees to sign in and provide feedback to the Search Committee, through a short survey or questionnaire.
- The Faculty Senate Appointments and Personnel Committee may contact Search Committee Chairs for information and regular updates regarding searches.
- While Search Committee deliberations are confidential, committees are encouraged to share as much other information about the search as possible with interested groups on campus.

NOTICE OF VACANCY

- A draft NOTICE OF VACANCY (long and short versions) must be attached to the AAP-2 form.
- The short version (the actual published advertisement) should include qualifications, application instructions and submission deadline.
- The proposed draft Notice of Vacancy submitted with the AAP-2 must include:
 - ✓ Basic minimum qualifications;
 - ✓ Preferred qualifications (if applicable); and,
 - ✓ Date when applications will no longer be accepted.

- The Minimum Qualifications should be the absolute minimum required in order to be considered for the position. Generally, this includes an educational requirement and some related experience, but every effort should be made to keep the Minimum Qualifications as general as possible. Be inclusive. Don't require qualifications that will unnecessarily exclude qualified applicants.
- The Preferred Qualifications should provide more specific credentials, experience, or skills that would be desirable in a candidate.
- Whenever possible, in order to make searches more inclusive and to give Search Committees more flexibility, the advertisement should include a statement that "substantially comparable experience and/or credentials" will be considered. In the case of SUOAF positions, Article 12.2 of the SUOAF contract states that "these qualifications are not designed to bar appointment of persons who have demonstrated unusual ability or promise."
- Strategic recruitment is an important tool in increasing diversity among faculty and staff. Be sure to include at least two advertising sources that specifically target historically underrepresented groups in the field. Include pro-active recruitment strategies, such as attendance at conferences, to diversify the candidate pool.
- All candidates are required to complete the demographic information needed to monitor AA/EEO before they start the application process. Race and gender information are optional, and the candidate will decide whether or not to provide this information.
- All vacancy notices and advertisements must be reviewed and approved by the ODE before placement.

NOTICE OF VACANCY TEMPLATE FOR CCSU'S WEBSITE
(tailored to the specific position)

DEPARTMENT: JOB TITLE [#CXX-XXX]

Central Connecticut State University's Department of _____ invites applications for a _____. The successful candidate will (*provide general description of duties*) and contribute actively and effectively to [student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.]

Required Qualifications:

- _____ in _____ or a related discipline. [The completion of a Ph.D. is required by [insert date of completion].
- _____ years' experience with _____
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- _____
- _____

Substantially comparable experience and/or credentials will be considered.

The University: CCSU is a comprehensive public university, one of four universities in the Connecticut State University System. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students--9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately 2 hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by [date]. To begin the application process, click on the *Apply Now* button and submit the following **in one document**:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for faculty only)

Incomplete applications will *not* be considered. Emailed or mailed copies will *not* be accepted. Please redact any personally identifiable information (e.g., SSN) from any documents submitted.

For more information, contact _____ at (860) 832-xxxx or _____@ccsu.edu.

TEMPLATE FOR SHORT EXTERNAL AD

DEPARTMENT: JOB TITLE [#CXX-XXX]

Central Connecticut State University's Department of _____ invites applications for a _____.
The successful candidate will (*provide general description of duties*) and contribute actively and effectively to [student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.]

Required Qualifications:

- _____ in _____ or a related discipline. [The completion of a Ph.D. is required by [insert date of completion].
- _____ years' experience with _____
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- _____
- _____

Application & Appointment: For full consideration, applications must be received by [date]. For more information and application instructions, go to <https://hrat.ccsu.edu/default.php> and submit the following:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for instructional faculty only)

Completing the Affirmative Action Search Plan (AAP-2)

- The **Affirmative Action Search Plan (AAP-2)** must be completed and approved before the search can proceed.
- The AAP-2 form should outline the University's strategies for recruiting a diverse pool of candidates. Along with the traditional recruitment sources, the Search Committee should identify additional methods of recruitment, such as attendance at conferences, depending on the particular position.
- The HR and ODE staff work with the Search Committee Chair to ensure that all advertising sources identified on the AAP-2 are utilized. HR places the ad and provides funding for no more than two (2) ads. Departments are generally responsible for funding additional advertisements.
- Besides CCSU's website, the ad is placed on HigherEdJobs.com and DiverseJobs.net. Faculty ads are placed on the Chronicle of Higher Ed's website.
- The names of all Search Committee members, including their race/ethnicity and gender, must be included on the form.
- For SUOAF positions, the member who has been appointed by SUOAF must be so identified on the AAP-2.

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AAP-3 CANDIDATE REVIEW PROCESS

Interviews may not begin until the AAP-3 form has been approved.

Reviewing Applications

- Acknowledge receipt of each application as soon as it is received.
- The Search Committee members undertake a **paper review** of the application materials submitted by each candidate.
- Candidates are placed in one of three categories based on the paper review and the pre-determined selection criteria: **Highly Qualified/Finalists; Minimally Qualified; Not Qualified.**
- The Search Committee is responsible for selecting the pool of candidates to be interviewed.
- If the Search Committee needs clarification about some aspect of a candidate's application, they must contact ALL applicants to request the same information. All candidates must be given the same consideration and opportunity.

What if the pool is not large and/or diverse enough?

- If advertising sources have not generated a large enough or diverse enough applicant pool, the Committee should re-advertise using different sources in order to attract a larger pool of candidates. Seek guidance from the ODE before re-advertising.

What if Search Committee members know the candidate(s)?

- If any of the candidates are known to members of the Search Committee, this fact should be disclosed. If a Search Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from deliberations regarding that candidate.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Search Committee members are familiar with the candidate, the category placement should be based on the credentials submitted, not personal knowledge of the candidate.

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EVALUATING APPLICATIONS

Evaluation Criteria:

- Utilizing the standards that were agreed to by the Committee at the outset, review each candidate's application materials thoroughly to determine whether the candidate Exceeds Qualifications, is Minimally Qualified, or Not Qualified.
- All members of the Search Committee must use the same standards to evaluate the applicants.
- If the candidate does not meet **one or more** of the minimum qualifications listed in the advertisement, he/she should be placed in the Not Qualified category. In the reason column, state the requirement(s) that the applicant has not met. For example, if teaching experience is required and the applicant does not have teaching experience, then the reason should state "Applicant lacks teaching experience."
- If the candidate meets **all** of the minimum qualifications, he/she should be placed in the Minimally Qualified category. For example, if supervisory experience is preferred, and the candidate does not have supervisory experience, then the reason for placement in the minimum category is that the candidate "lacks supervisory experience."
- The Search Committee then identifies those candidates who will be placed in the Finalist/Exceeds Qualifications category *based on preferred qualifications* listed in the job advertisement. This category should include candidates who meet all required qualifications and at least one preferred qualification. In the "reason" column, state the preferred qualification(s) the applicant has met.
- The Committee should decide what criteria they will use to select candidates for an interview from the pool of Finalists. This decision should be noted in the Search Committee meeting minutes.
- If the Finalist pool is large, the Committee may decide to conduct telephone interviews first. If, on the other hand, there are only few Finalists, they should all be invited to campus for an interview.

Does the Candidate meet the Minimum Qualifications?

- In determining the candidate's number of years of work experience, be sure to count time spent in an interim, acting, or temporary capacity in the same or a related position.
- With very few exceptions, **time spent as a student worker should not count** toward the minimum qualifications for a professional position. An exception might be made in such fields as Information Technology. Exceptions must be approved by the ODE.

- If in doubt about what kind of work experience counts toward fulfilling the minimum experience requirements, consult with the ODE.

Can I use "Google" or social networking sites to screen applicants at this stage in the process?

- Looking up applicants at the screening stage in the process through the use of social networking sites (SNS) or search engines (such as Google) is not a good practice and is strongly discouraged for a number of reasons.
- First, the information may not be accurate. You could be relying on unsubstantiated, inaccurate information to screen candidates.
- Second, you may have access to information that is unlawful to consider when screening applicants, such as marital status, sexual orientation, or religion. Once you access this information, it is hard to forget, and if your hiring decision is challenged, it is difficult for the employer to argue that the protected personal information was not used to determine who would be interviewed for the position.
- Viewing applicants' personal information on social networking sites may leave you vulnerable to a legal challenge. You could be *screening out* applicants based on lawful, off-duty conduct that is protected in Connecticut under the First Amendment.
- If the applicant is not hired, or if an employment dispute arises later, the use of this information can be problematic for the university.

At what point is it appropriate to do a search on the web for information on the applicants?

- If you are planning to search the Internet for information on candidates, do so **AFTER** the telephone interviews for **all candidates that you plan to invite for a campus interview**, at the same time that you check references. See "Checking References" on page 22. Keep in mind the information listed above regarding Internet searches.

Completing the AAP-3 Form

- The Search Committee Chair completes the **AAP-3** form, listing the candidates in three categories – Not Qualified, Minimally Qualified, and Finalists to be interviewed - with justification for the category placement.
- Provide a specific, factual, legitimate, non-discriminatory explanation on the form for why each candidate is placed in a particular category.
- The ODE will carefully review the category placement of each candidate to ensure that the advertised qualifications and the Search Committee's selection criteria

have been followed. The ODE will contact the Search Committee Chair with questions or concerns before approving the AAP-3 form.

- The ODE may also supply specific demographic information regarding the finalists to the hiring manager, if needed, in order to ensure compliance with CT affirmative action statutes.

Notification to candidates

- Once the AAP-3 form has been approved, those candidates who have been deemed **NOT QUALIFIED** should be notified as soon as possible that their candidacy is not under consideration. Do not wait until the search is over to notify these candidates. Let them move on with their job search. (See Appendix B for sample letter).
- The Search Committee may also wish to send letters to the **MINIMALLY QUALIFIED** applicants at this time, particularly if the search process is going to be lengthy, informing them that they have not been selected for an interview at this time but that the search is still open. (See Appendix B for sample letter).

THE INTERVIEW PROCESS

Scheduling interviews

- The Search Committee Chair is responsible for arranging for candidate interviews. Every effort should be made to schedule interviews when all members of the Search Committee are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- If the position is one of campus-wide interest, the Search Chair may need to schedule other campus interviews, such as Open Forums, meetings with the President or Executive Committee, or meetings with interested constituency groups. This requires coordinating schedules, arranging for rooms, and publicizing the schedule.
- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during phone or campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for ADA Policy and Procedures)
- Once interviews are scheduled, confirm interview details with each candidate in writing, including:

- ✓ Date and time of interview;
- ✓ Locations and room number(s) where the interview(s) will be held;
- ✓ Any materials or information the candidate should bring with them to the interview;
- ✓ Names and titles of Search Committee members;
- ✓ Directions to campus, map, and parking instructions; and,
- ✓ Name of a contact person(s) and his/her phone number (See Appendix B for sample letter).

Sharing information about CCSU

- It is always helpful for a candidate to receive information about CCSU prior to his/her arrival, providing an orientation to the University, its history, and its strategic goals.
- You may wish to direct candidates to the following information on CCSU's website:
 - ✓ CCSU [Profile](#)
 - ✓ CCSU [Mission Statement](#)
 - ✓ CCSU [Strategic Plan](#)
 - ✓ Other materials or information about the specific department

Travel arrangements for the candidates: logistics and directions

- ➔ **Arrival by Plane:** If a candidate is arriving by airplane and is not renting a car, make arrangements for him/her to be picked up at the airport. Provide the candidate with the name and telephone number of the person(s) who will meet him/her at the airport.
- ➔ **Arrival by Car:** If a candidate is driving to the university, provide a detailed map and driving instructions, including where to park and how to find the building where the interview will take place. Driving to CCSU can be confusing. The reason most people are late for interviews is that they get lost trying to find the correct entrance and/or parking.
- ➔ **Hotel Arrangements:** If a candidate is staying at a local hotel, provide directions to both the hotel and to CCSU, as well as the website address and phone number for the hotel.

For more information, see the CCSU [Travel Policies and Procedures](#)

Final Confirmation of the Interview

The day before the interview, contact the candidate via phone or e-mail to re-confirm the interview information, including the candidate's preferred number at which to be contacted if a phone interview. Provide the candidate with the name of the contact person and a phone number.

Ensuring an Effective Interview Process

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

Phone Interviews

- All candidates in the Finalist pool should receive a phone interview prior to being invited for a campus interview. This gives the Search Committee an opportunity to talk to each candidate, and possibly narrow down the pool to a number that is both economically and logistically feasible for on-campus interviews. The only exception might be in cases where there is a small pool of (local) candidates.
- If possible, arrange for a teleconference to provide for a more interactive format. Contact Information Technology (IT) at X22025 to secure the necessary equipment and arrange for technical assistance if needed.
- Make sure that the seating arrangement for the Search Committee allows for clear communication between those who are asking the questions and the candidate on the other end of the phone. Nothing harms a candidate's opportunity during a phone interview more than scratchy or weak audio.
- Phone interviews are more difficult than in-person interviews because you cannot see the candidate's facial expressions or body language. Phone interviews can feel very impersonal. It is important, therefore, to make the session as productive and friendly as possible.
- Candidates for whom English is not the primary language may be at a disadvantage on the telephone so the Committee should try to make the process and the questions as fair as possible.
- Ideally, an interview is between 45 minutes and an hour long. Be sure to schedule time for the applicant to ask questions at the end.
- The Search Committee Chair should introduce him/herself. Initially, refer to the candidate in a formal manner. Ask the candidate if you can use his/her first name. Example: *"Hello, Ms. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you Susan?"*

- Introduce each of the members of the Search Committee, or have them introduce themselves.
- Be as clear and concise in a phone interview as possible. Ask one question at a time, and keep the questions brief. Avoid compound questions. Restate questions if needed.
- Ask interviewers to state their names again as they ask questions. (Example: *"Hi, Mary, this is Jim Cummings again. I would like to ask....."*).
- If the candidate is asked to send materials or respond to written questions at the end of the interview, ensure that the address, fax number and/or e-mail address is clearly stated. Provide the information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their response(s).
- Allow enough time for the candidate to ask questions of the Search Committee.
- Thank the candidate for his/her time and interest in CCSU and offer some details regarding how the process will proceed.
- After all phone interviews are complete, the committee meets to decide which of the candidates they now want to bring to campus for an in-person interview.

Checking References

- Prior to extending an invitation for on-campus interviews, the Search Committee should check references for all candidates who have been selected as Finalists.
- You do not have to check references for everyone that you interviewed on the telephone – check only those candidates who you plan to invite to campus.
- Tell the candidates during the telephone interviews that you will be checking references prior to deciding who to invite to campus. Ask the candidates if there are any listed references who they do not want you to contact at this stage.
- The Search Committee members should decide if there are specific questions that they wish to ask of the references. If so, all references should be asked those same questions.
- Remember*, it is not recommended that you check candidates through a search on the Internet or social networking sites. But if you do, make sure that you are using lawful, verified information.
- A designated member of the Search Committee (usually the Chair) should call the references. If necessary, the references checks can be split up between all committee members.

Arranging For On-Campus Interviews

- It is very important that all Search Committee members attend all campus interviews, although sometime circumstances occur that make it impossible. In that case, if rescheduling is not an option, ask the candidate if you may record or videotape the session so that it can be shared with absent committee members.
- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their Employer of Choice.
- Give the candidates the name, phone number, and e-mail of a departmental contact who they can contact with questions about the visit.
- Provide the candidate with a list of search committee members with names, titles, and e-mail addresses.
- If applicable, provide the candidate with a detailed itinerary for the day, including names of persons or groups they will meet, locations, and times.
- If applicable, let the candidate know whether he/she is expected to deliver a lecture, an informal talk, or some other type of presentation.
- If applicable, provide the candidate with information about reimbursement for travel expenses.
- Make sure to build in some "down time" for the candidate to relax throughout the day.

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office staff that are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Offer information to the candidate to read while they wait. Some ideas of what to share: information about the university, such as the Annual Report, publications such as *The Courier*, or departmental publications. Often, looking through information prior to an interview is helpful in reinforcing people's names and highlighting pertinent events that may be a focus during the interview.

- Candidates should be greeted by a Search Committee member and escorted to the interview room.

Conducting On-Campus Interviews

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who is asking the next question.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.
- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing their flight or scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Upon arrival, it is considered a professional courtesy to hand the candidate a folder with his/her name on it containing information about the day such as the interview schedule, names of Search Committee members, etc. This simple touch goes a long way to make the candidate feel welcome and in defining CCSU as an Employer of Choice.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring a copy of their resume or curriculum vita for the Search Committee. If they do, distribute the copies even if you have them already. Always accept the materials. Sometimes candidates will change their C.V. to update their credentials (such as going from "candidate for a PhD" to "PhD" and the date the degree was rendered). In some cases, candidates change their C.V. in areas that may alert you to a problem.
- Let the candidate know that you will be taking notes.
- When asking questions, try to avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific locations such as Willard Hall or Tony's; and abbreviations common only to CCSU, such as UPBC.

- If the interview is long, provide a break to avoid fatigue for both the Search Committee members as well as the candidate.
- Listen! Let the candidate do most of the talking.
- If the candidate is scheduled to meet other people on campus, ensure your portion of the interview process adheres to the scheduled time frames.
- At the conclusion on your session, alert the candidate that it is time to move on to the next part of the process. Offer the candidate an opportunity to use the restroom.
- Escort the candidate to the next interview location and introduce the candidate to the next person or group with whom the meeting is scheduled.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- If you haven't already done so, let the candidate know that you will be checking the references that were supplied as part of the application process, and when you will be making contact.
- If a candidate is offered a tour of CCSU at the end of the interview, ensure that the candidate is linked to the person/department conducting the tour.
- Someone from the Search Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions.
- The Search Committee should agree ahead of time on the weight to be given to each question asked. (See **Appendix D** for a sample list of appropriate interview questions)
- When in doubt, **DO NOT** ask the question.
- All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
- If a candidate is someone from within CCSU and is known to the members of the Search Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.

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- Don't allow candidates to offer information that is not job-related that could influence the Search Committee's objective evaluation of each candidate. If the candidate shares personal information with you that you don't want to know, gently stop them from continuing and change the subject.
- Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
- Questions focusing on the following topics could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Medical history
 - ✓ Number of children or child care arrangements
 (See **Appendix E** for a sample list of illegal interview questions)
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where he/she lives or went to school, special interests, or hobbies.

Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.

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- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.

Maintaining Search files/records

- The Search Chair must maintain clean originals of all application materials and there should be **no markings or notes written on the originals**. Other Search Committee members should receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates must be maintained by the Search Chair. The Office of Diversity & Equity will retain all search forms (AAP 1, 2, 3, and 4).

AAP-4 CANDIDATE SELECTION PROCESS

Selection of Finalist(s)

- After all the interviews have been completed, the Search Committee meets to discuss the candidates. At this time, any additional materials requested or supplied by the candidates during the interview process should be discussed.
- All members of the Search Committee should be given an opportunity to express their views.
- Committee members who miss some or all of the interviews should not participate in discussions of the rank ordering of candidates, but they may provide comments on the interviews they attended.
- The Search Committee may have received feedback from other members of department or the campus community who met the candidate during the campus visit. This is the time to consider the feedback from others.
- The Search Committee should reach a consensus on which Finalists will be recommended to the Hiring Manager.

Completing the AAP-4

- The Search Committee Chair completes the AAP-4 form.

- The recommended candidates should be listed, **unranked**, on the front of the form.
- Include a memo describing all the candidates listed on the AAP-3 as finalists. If any minimally qualified candidates were interviewed, they must also be included in this memo. For example, John Doe – Withdrew.
- The search committee should reach a consensus on the language used in the memo.

Salary Determination

- The AAP-4 should include a salary recommendation, which must fall within the required salary ranges for the respective rank/position. If in doubt about the correct salary range, call Human Resources for guidance. In the case of SUOAF and Management/Confidential positions, Human Resources reviews the credentials of the candidate and calculates an appropriate salary, comparing the credentials to the minimum required qualifications and experience.

Making the Offer

- No offer can be made to the recommended candidate until the AAP-4 has been approved and HR has approved the recommended salary.
- The Hiring Manager makes a **conditional** offer of employment to the recommended candidate. At this time, it is appropriate to discuss a salary offer and a proposed starting date. If the candidate does not accept the salary offer and further salary negotiations are required, the Search Chair should not make any commitments, but should seek guidance from the Dean or Vice President. The Search Committee Chair should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's **conditional** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms and the Social Security Verification Authorization (See p. 34 for more information on the Pre-Employment Background Investigation process).
- The Hiring Manager should ask the candidate if they are authorized to work in the United States. If they are not, contact the Center for International Education (x22052) for assistance.

Full-time AAUP instructional faculty employed at any rank and SUOAF administrative faculty employed at the Administrator IV level or higher qualifies for H-1B visa sponsorship by CCSU. The Center for International Education will then work directly with the new hire and Department Chair to review the new hire's current immigrant status and explore the feasibility of petitioning for H-1B Specialty Occupations visa status. The process, which involves sequential approvals by multiple CCSU offices and federal agencies, takes **a minimum of 90**

days to complete and, under most circumstances, **employment cannot commence** until H-1B status is approved by the U.S. Citizenship and Immigration Service.

- When the background investigation is successfully completed, Human Resources prepares the appropriate appointment letter for the President's signature. If an H-1B is required, a copy of the appointment letter should be sent to Toyin Ayeni, the Center for International Education's Immigration Specialist.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends information regarding employment forms, benefits and retirement to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

Feedback to Interviewees

- The Hiring Manager should notify the unsuccessful candidates through a personal telephone call and follow up with a letter (**see Appendix B**). This is the most professional, decent way to communicate this news to those who are anxiously awaiting a decision.
- Sometimes unsuccessful candidates will ask one or more Search Committee members for feedback. Such questions should be referred to the Search Chair.
- The Search Chair should respond to requests for feedback from candidates by being factual. "Someone else was more qualified" is a legitimate, factual response.

PROCEDURES FOR POSITIONS THAT DO NOT REQUIRE AN AFFIRMATIVE ACTION SEARCH

SPECIAL APPOINTMENTS (AAUP, Article 4.8.2)

TEMPORARY APPOINTMENTS (SUOAF-AFSCME, Article 13.1)

ACTING/INTERIM APPOINTMENTS (Management Confidential Policies, Article 5.7)

Completing the AAP-1 Form

- The hiring manager is responsible for completing the **AAP-1** form and for securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position
 - ✓ Refill a vacant position or
 - ✓ Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- For all positions except AAUP, a copy of the job description and organizational chart should be attached to the AAP-1 form.
- If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See *Job Descriptions* on p.8 for more information)
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and Human Resources for review and approval.
- After the AAP-1 has been approved, Human Resources will notify the Hiring Manager. Procedures may vary depending on contractual requirements.

SUOAF and MANAGEMENT CONFIDENTIAL POSITIONS

Temporary appointments may be established for (a) a specific grant-funded or self-supporting project; (b) relieving workload while an employee is on leave; or (c) to fill a vacancy while the search is in progress. These temporary appointments are usually filled by an external hire.

External Hires

- Affirmative Action searches are **not** required for temporary appointments.
- If a candidate has already been identified, the Hiring Manager completes a **Temporary Appointment Form** available on HR's website and sends it along with the candidate's resume to the appropriate managers for signatures.
- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for temporary appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's **conditional** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the **Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms** and the **Social Security Verification Authorization** (See p. 34 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

AAUP SPECIAL APPOINTMENTS

There are four (4) types of special appointments described in Article 4.8.2 of the AAUP contract:

- a) To hire someone with unusual knowledge, artistry, or exceptional merit;
- b) As a replacement for a full-time member on leave (e.g., maternity leave);
- c) An emergency appointment prior to a successful affirmative action search; and,
- d) A grant or contract funded position.

Most special appointments fall into category c.

- After approval of the AAP-1, the Provost's Office will send the **AAUP Emergency Appointment Form** to the Department Chair. (See **Appendix F** for sample form)
- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for emergency appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- The Emergency Appointment form must be approved and signed by the Dean and Provost. The form, along with the individual's current resume, is then forwarded to Human Resources for processing.
- Once the candidate accepts the university's **conditional** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the **Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms** and the **Social Security Verification Authorization** (See p. 34 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

PRE-EMPLOYMENT BACKGROUND INVESTIGATION

All regular full- and part-time external candidates for employment with CCSU, including University Assistants, rehired retirees who have never worked at CCSU, and re-hired employees with a break in service of more than one year, must undergo a Pre-Employment Background Investigation. **Candidates will not receive an appointment letter until they have successfully completed the Pre-Employment Background Investigation.**

What does the background investigation entail?

- Generally, the Pre-employment Background Investigation includes the following:
 - ✓ Criminal Background Investigation
 - ✓ Social Security Number verification
 - ✓ Sexual Offender Database Search
 - ✓ Prior employment verification
 - ✓ Education verification (highest level)
- In addition, candidates for some positions may be required to undergo additional checks, including one or more of the following:
 - ✓ Motor Vehicle Record
 - ✓ Professional References
 - ✓ State/Federal Civil Litigation, Liens, Judgments
 - ✓ Credit Verification
 - ✓ Corporate Filing and Status Search
 - ✓ Media Search
 - ✓ Professional Licensing
- This process may reveal information that could disqualify a candidate from further consideration for the position.
- If the background investigation results are satisfactory, HR will send the employee an appointment letter.
- If the background investigation results are unsatisfactory, the Chief Human Resources Officer or his/her designee will follow the procedures outlined below.

Examples of Results That May Disqualify an Applicant

- Failure to pass the criminal, social security, or sex offender investigation
- Inconsistencies between the information on the candidate's employment application or resume and the information received from the Background Investigation
- Omission by the candidate of significant information on the employment application

Fair Credit Reporting Act (FCRA) Compliance

- When CCSU receives information in a background investigation that may disqualify a candidate from consideration, the University will comply with the requirements of the Fair Credit Reporting Act (FCRA) as referenced in the ConnSCU Background Investigation Policy:

- ✓ HR sends a letter to the candidate, notifying him/her that the University has received disqualifying information, with a copy of the Background Investigation Report and a summary of the candidate's rights under the FCRA.
- ✓ The notification is sent to the candidate before any adverse employment action may be taken based on the Background Investigation Report.
- ✓ After five (5) business days, barring the receipt of any new information received from the candidate that changes or clarifies the Report and eliminates any discrepancies, HR sends the candidate a second letter rejecting his/her candidacy based on the disqualifying information generated.

Confidentiality

- All information obtained as part of a Pre-employment Background Investigation is confidential and the information is maintained in an electronic file at the company retained by ConnSCU to perform background investigations. Copies of background investigations are **not** retained in an employee's official personnel file.

EMPLOYEE ORIENTATION

- All new employees meet with a member of the Human Resources staff before their first day of work to complete necessary paperwork, as well as arranging for their ID card and parking.
- Formal orientation programs are provided for all new faculty and staff. At the start of each academic year, full- and part-time teaching faculty members are invited to attend *New Faculty Orientation* sponsored by the Office of the Provost.
- Non-teaching faculty employees are invited to attend a *New Employee Orientation* sponsored by Human Resources held on a quarterly basis.
- Formal mentoring programs for new faculty are required in accordance with the Faculty Senate Promotion & Tenure Policy (Amended Fall 2014).
- Academic department chairs should provide all new faculty members with a copy of the Senate Promotion & Tenure Policy and their individual departmental guidelines.
- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - ✓ Introduction to colleagues
 - ✓ Tour of the office/building where working

- ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
- ✓ Discussion of office protocols
- ✓ Phone/e-mail for key contacts
- ✓ Building safety/security procedures

REIMBURSEMENT FOR MOVING EXPENSES

- In accordance with Board of Trustees policy, the President may offer partial reimbursement for out-of-state moving expenses for AAUP, SUOAF, and Management employees.
- Request for reimbursement for moving expenses are made by the Dean or Hiring Manager to the appropriate management official at the time of hire. If approved, a letter is sent to the candidate along with their appointment letter from the President.
- Reimbursements are not processed unless the President has authorized it in advance.

Procedures

- Employees must complete and sign an Employee Voucher.
- Employees must provide original copies of all applicable receipts, indicating a zero balance or that payment has been made.
- The Employee Voucher and accompanying receipts must be separated into two categories:
 - ✓ Transportation/Storage, and
 - ✓ Travel and lodging (see below)
- Only Internal Revenue Service (IRS) qualified moving expenses may be reimbursed. These include those expenses that would be deductible by the employee as moving expenses if they had been directly incurred by the employee. Qualified moving expenses are described in IRS Publication 521, "Moving Expenses," and includes:
 - ✓ Reasonable expenses for moving household goods and personal effects from a former residence to a new residence;
 - ✓ Reasonable expenses of travel (including lodging) from a former residence to a new place of residence. NOTE: Meals are not considered a qualified moving expense.
- Reasonable expenses of travel include ONLY one trip made by the employee and members of his/her household, whether they travel together at the same time or not.

- If an employee drives his/her own car(s) in the process of moving, mileage will be paid at the current IRS rate for moving mileage reimbursement for the most direct route available. Mileage will be determined through the use of the website Map Quest.
- Qualified moving expense reimbursements are not subject to withholding taxes or retirement contributions and are paid through the payroll system.
- For more information, go to the Travel policies.

SECTION 2

CLASSIFIED POSITIONS

Administrative Clerical (NP-3)

Administrative and Residual (P-5)

Connecticut Police and Fire Union (NP-5)

Maintenance and Service (NP-2)

AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of any classified position *must* be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the AAP-1.

The AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent classified position can be filled.

PROCEDURES FOR FILLING CLASSIFIED POSITIONS

Completing the AAP-1 Form

- The hiring manager is responsible for completing the **AAP-1** form and for securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position;
 - ✓ Refill a vacant position;
 - ✓ Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- A copy of the department's organizational chart should be attached to the AAP-1 form.
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and the Chief Human Resources Officer for review and approval.
- After the AAP-1 Form has been approved, Human Resources will issue a Search Number.

Layoff and Reemployment Lists

- In accordance with State Personnel Regulations covering classified employees, prior to filling a vacant classified position, eligible state employees on the mandatory layoff/reemployment lists and the SEBAC reemployment list must be offered the position. No vacant position may be filled until all potential candidates from both lists have been cleared.
- Human Resources must offer the position to interested mandatory hires before the position can be posted or advertised.

- If an employee with reemployment rights selects CCSU's position, he/she is a mandatory hire, pending the successful completion of the standard background investigation for all new employees.
- If the hire is made from the reemployment list, the search ends.

Candidate Pool

- For competitive positions (those requiring an examination), Human Resources must review all active certification lists containing the names of candidates who have taken and passed the examination for the position. Human Resources will canvas the list and contact the certified candidates inviting them to submit an application.
- For positions that do not require examination, the position may be posted internally, externally, or both, depending on the position type and the bargaining unit requirements.
- Positions may also be filled through lateral transfer of candidates who currently hold status in the position being posted. This includes those employed at CCSU as well as other state agencies.
- Internal and external posting procedures will vary depending on the contractual requirements for each bargaining unit. Human Resources will ensure that all contractual requirements are met.

AAP C-1 CANDIDATE POOL REPORT

Application Materials

- Applications must contain the following information:
 - ✓ A signed cover letter referencing the search number;
 - ✓ A signed State Application (CT-HR-12); and,
 - ✓ Names, titles, and phone numbers of at two (2) current professional references

Application Review by Human Resources

- Human Resources conducts an initial screening of the applications and forwards the applications of eligible, qualified candidates to the hiring department.
- Human Resources completes the left-hand column on page 1 of the AAP C-1 Form and sends it to the department, along with the Qualified and Minimally Qualified candidates' application materials.

Selection of Interviewees

- The Hiring Supervisor and/or Interview Committee reviews the applications and selects candidates for interviews.
- If any of the candidates are known to members of the Interview Committee, this fact should be disclosed. If an Interview Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from the committee.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Interview Committee members are familiar with the candidate, the category placement should be based on the application submitted, not personal knowledge of the candidate.
- The names of candidates selected or not selected for interviews and the reason(s) must be listed in the right-hand column on page 1 of the AAP C-1 form.
- Reasons must be factual. For example, if the advertisement states that experience in a high volume setting is required and the candidate lacks such experience, then the reason states is "no experience in a high volume setting."
- The AAP C-1 form is signed by the Hiring Supervisor, the Department Head, and the Chief Diversity Officer. Once the form is approved, interviews can be scheduled.

Scheduling Interviews

- The Hiring Supervisor is responsible for scheduling candidate interviews. If an Interview Committee is convened, every effort should be made to schedule interviews when all members are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See **Appendix C** for more information).
- Once interviews are scheduled, confirm the interview details in writing, including:
 - ✓ Day, date and time the interview will begin
 - ✓ Location and room number where the interview will be held
 - ✓ Any materials or information the candidate should bring with them to the interview
 - ✓ The name of a contact person(s) and his/her phone number (See **Appendix B** for sample confirmation letter).

ENSURING AN EFFECTIVE INTERVIEW PROCESS

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

Arranging for On-campus Interviews

- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their employer of choice.

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office personnel who are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Candidates should be greeted and escorted to the Interview Room.

Conducting the On-campus interview

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who the next question is coming from.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, application, and other any supporting information. However, the Search Chair should have extra copies available, just in case.

- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring copies of their resumes and/or other materials for the Interview Committee. If they do, distribute the copies even if you have them already. NOTE: always accept the materials. Sometimes people will change their resumes in order to update their credentials. In some cases, candidates change their resume in areas that may alert you to a problem.
- When asking questions, avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific buildings i.e., Willard Hall or Tony's; and abbreviations common only to CCSU.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision.
- If a candidate is offered a tour of CCSU at the end of their interview, ensure the candidate has contact information for the person/department conducting the tour.
- Someone from the Interview Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- Interview questions must be submitted to the Office of Diversity & Equity and approved prior to interviews taking place.
 - Testing candidates for classified positions is not permitted. For example, you may not administer a typing test.
 - Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions. Questions should be open-ended whenever possible. (See **Appendix D** for a sample list of appropriate interview questions.)
 - All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
 - If the candidate is from within CCSU and is known to the members of the Interview Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.
 - Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
 - Questions focusing on the following topics are not considered appropriate and could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height and/or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Number of children or child care arrangements
- (See **Appendix E** for a sample list of illegal interview questions).
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where a candidate lives, where he/she went to school, or special interests or hobbies.

Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.
- If the candidate reveals a disability to the Interview Committee, the need for accommodation can be discussed during the interview process.

Maintaining Search files/records

- Human Resources must maintain clean originals of all application materials and there should be **no markings or notes written on the originals**. The Hiring Supervisor and/or Interview Committee members receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates is maintained in Human Resources. The Office of Diversity & Equity will retain all search forms (AAP C-1 and C-2).

APP C-2 LIST OF RECOMMENDED CANDIDATES

- The Hiring Supervisor and/or Interview Committee will select the finalists for the position and list the names, unranked, on the AAP C-2.
- A memo justifying the recommendation and an assessment of all finalists interviewed must be attached to the AAP C2 form.
- The applications of all candidates interviewed must also be attached to the AAP C2 form.
- The Office of Diversity & Equity must approve the AAP C2.
- Once approved, the AAP C2 is forwarded to Human Resources. State regulations require that layoff and reemployment lists be canvassed one final time before an offer of employment can be made.

REFERENCE CHECK AND BACKGROUND INVESTIGATION

- Human Resources will check all applicants' references and re-check eligibility for appointment to the position.
- The candidate is sent an email regarding their background investigation with the Summary of Rights Under the Fair Credit Reporting Act, Disclosure & Consent Forms and the Social Security Verification Authorization.
- Candidates for positions in the Maintenance & Service bargaining unit (CEUI) and the Connecticut Police & Fire Union (CPFU) must take and pass a pre-employment physical. Candidates for police positions must also be POST certified.
- Offers of employment are made by Human Resources. HR will notify the hiring department when the candidate accepts the position and the start date is determined.
- All new employees meet with a Human Resources representative to review and complete all required forms and policies before the employee is placed in the payroll.

EMPLOYEE ORIENTATION

- Classified employees are invited to attend New Employee Orientation sponsored by the Human Resources Department, held on a quarterly basis. The general agenda for Orientation can be found here: New Employee Orientation.
- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - ✓ Introduction to colleagues
 - ✓ Tour of the office/building where working
 - ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
 - ✓ Discussion of office protocols
 - ✓ Phone/e-mail for key contacts
 - ✓ Building safety/security procedures

SECTION 3

PART-TIME (ADJUNCT) FACULTY

PART-TIME (ADJUNCT) FACULTY HIRING PROCESS

In accordance with Article 1.6.2 of the CSU-AAUP contract, part-time faculty are those “who are employed for at least six (6) days in a semester and who earn six (6) or fewer load credits or who teach no more than two (2) courses for a total of eight (8) or fewer load credits and whose function consists primarily of (but shall not be limited to) teaching, research, or other scholarly activity.”

Hiring Process

- Searches are not required for part-time faculty.
- The process begins at the academic department level. In most cases, departments hire qualified part-time faculty through professional contacts or word of mouth.
- If a department wishes to post an advertisement for part-time faculty, contact Human Resources (x21751). The position will be posted under “Job Opportunities” on the HR web page.

Contractual Requirements

- See the CSU-AAUP contract for important requirements regarding part-time faculty hiring:
 - ✓ Article 4.6, Assignment of Courses to Part-time Members
 - ✓ Article 12.8, Part-time member pay rates
 - ✓ Article 12.8.1, Part-time Member Discretionary Rate
 - ✓ Article 12.8.2, Part time Continuing Member Pay Rate
 - ✓ Article 12.8.3, Part-time Member Paycheck Schedule
 - ✓ Article 12.8.4, Part-time Member Temporary Additional Duties

Load Hour Limitations

- Fall and Spring Semester – Eight (8) or fewer load hours
- Winter Session/Intersession – Maximum of four (4) load hours

- Summer Session Limitation –Total load assignments in a given summer cannot exceed sixteen (16) load credits (eighteen (18) load credits for laboratory or studio courses).
- Summer Sessions of five (5) to eight (8) weeks – Maximum of eight (8) load hours
- First Five and Eight Week session – Maximum of eight (8) load hours combined
- Summer Session of four (4) weeks or less – Maximum of four (4) load hours

Paychecks

- Part-time faculty members receive eight (8) paychecks per academic semester if they are placed on payroll at the start of semester. If hired after the start of the semester, the total salary for the semester is divided equally among the remaining paychecks in the semester.

Course Cancellation

- Article 4.6.1, Course Cancellation Fee requires that “if a class scheduled to be taught by a part-time faculty member is cancelled within seven (7) business days prior to the beginning of the first day of classes, the part-time member shall be paid the sum of \$300.”
- Human Resources notifies Department Chairs and Deans via e-mail of the exact DATE by which courses must be cancelled in order to avoid the course cancellation fee. Course cancellation fees are charged to the appropriate departmental budget.**
- The Department Chair or Hiring Manager must notify the Dean, the Registrar’s Office, and Human Resources of a course cancellation to avoid overpayment of salary.
- Human Resources will make the official notification of the course cancellation to the faculty member **in writing**.

Resignation or other early termination

- If a part-time faculty member resigns or is otherwise terminated prior to the end of his/her contract, the Department Chair or Hiring Manager must submit a revised Part-time Appointment Form indicating the appropriate end date of employment. The salary will be pro-rated and the part-time faculty member will receive a revised contract from Human Resources.

Part-time Faculty Appointment Form

- The Department Chair or Hiring Manager completes a Part-time Faculty Appointment form. Signatures are required from:
 - ✓ Department Chair/hiring manager
 - ✓ Dean
 - ✓ Graduate Studies (for courses 500 level and above)
 - ✓ Grants Office (grant-funded courses)
- HR reviews the form for course assignment, lecturer category, load hour limitations, funding, and appropriate signatures. Department Chairs and Deans are notified of any needed corrections.
- Contract packages are mailed approximately thirty (30) days prior to the start of the academic semester.

Class Over-enrollment

- Class size will be determined by enrollments at the end of the third week of each academic semester. If appropriate, and upon notification by the Registrar’s office, additional load hour credit is calculated and affected part-time faculty receive a revised contract and increase in salary.

Absentee Policy

- Part-time faculty do not complete attendance records. It is expected that if a part-time member knows in advance that he/she is unable to teach a class, a substitute will be arranged for and compensated by the member.
- If a part-time member must cancel a class, he/she **must call or e-mail** his/her department chair/secretary so that students can be notified.

Pre-Employment Background Investigation

- All new part-time faculty and those with a break in service of more than one year must undergo a **Pre-Employment Background Investigation**. Disclosure & Consent Forms and the Social Security Verification Authorization must be completed in order to process the background investigation. The Summary of Rights Under Fair Credit Reporting Act should be given to the employee.
- Background Investigations are processed only after Human Resources has received the signed **part-time faculty appointment form** from the department.

New Part-time Faculty Hiring Forms

- All new part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources before going on the Payroll.**
- The package contains forms for payroll, parking, computer access, retirement and benefits. (See **Appendix H**)
- New part-time faculty must appear in person in the Human Resources Office in Davidson 119 to complete required Employment Eligibility Verification (Form I-9).
- New part-time faculty must submit a resume and official transcript(s) for their personnel file.

Returning Part-time faculty

- Returning part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources before the faculty member can be placed on the payroll.**
- Returning part-time faculty are not required to re-submit other hiring forms each semester.

General Information for all part-time faculty

- General information for *all* part-time faculty can be found on [HR's website](#)

SECTION 4

UNIVERSITY ASSISTANTS

UNIVERSITY ASSISTANTS

General Information

- The University Assistant is an unclassified part-time non-teaching category of employment established by Board of Trustees Resolution.
- University Assistants are paid from individual departmental operating budgets.
- University Assistants may work no more than an average of 19 hours per week, for a total of 988 hours per fiscal year (July 1 – June 30).
- The current maximum earnings per fiscal year is \$24,000. The minimum hourly rate is \$15/hour. Higher hourly rates are at the discretion of the hiring department.
- The 988 hour maximum is pro-rated based on when during the fiscal year the University Assistant is hired. For example, if a UA is hired on January 1, he/she may work half of the 988 hours until the end of the fiscal year on June 30.
- University Assistants are **not** included under any collective bargaining agreement.
- Upon completing 680 hours worked, University Assistants will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.
- There are no fringe benefits (medical/dental, accrued leave time, retirement, etc.) associated with University Assistant positions.
- University Assistants cannot hold a UA position on more than one campus. However, a University Assistant can be employed as a part-time teaching faculty member on the same or different campus, as long as there is no conflict in the hours worked. In this case, the employee must complete a Dual Employment Form (See **Appendix I**)

Advertising for a University Assistant position

- If you do not have a candidate and need to advertise, send a short description of the position, hourly wage, schedule of hours, and to whom applications should be sent, to Karen Portera in Human Resources (porterak@ccsu.edu). The position will be posted on Human Resources' Job Opportunities website.

Hiring Process

- Filling/Refilling of a University Assistant position **must** be approved by the President either during the fiscal year budget process or by a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with this request.
- Since the University Assistant is a part-time unclassified position, departments who have authorization and funding to hire a University Assistant may hire a selected candidate without undertaking an affirmative action search.

- When your position is approved and you have selected a candidate, fill out the University Assistant Appointment Form (See **Appendix G**) and send it to Human Resources, Davidson Hall Room 119. Include the individual's resume and completed **Disclosure & Consent Forms** and the **Social Security Verification Authorization** for the background investigation.
- University Assistants are required to satisfactorily complete a background investigation (See **Section II**) prior to hiring.
- University Assistants must come to Human Resources, Davidson 119, to complete an I-9 form and paperwork.
- Time sheets for University Assistants are processed through CORE's Time & Attendance system.
- Supervisors are responsible for monitoring the salary and hours of their University Assistants.
- A University Assistant Appointment Form must be completed each fiscal year for renewal of your University Assistant.

SECTION 5

STUDENT WORKERS

Student Worker Board Resolution #98-62

- Student workers must be matriculated at one of the ConnSCU universities, and must be currently enrolled in courses or enrolled in the Intensive English Language Program (IELP) at one of the campuses.
- Student workers cannot be on any other state payroll other than the student employee payroll of the university.
- Students may work in the summer only if they were enrolled in the prior spring semester and certify in writing an intention to continue enrollment in the subsequent fall semester, or to complete degree requirements during one of the summer sessions.
- Students may work no more than 40 hours **per pay period** during the spring and fall semesters when classes are in session. During periods when there are no classes, students may work 40 hours **per week**.
- The rules of the Federal College Work Study Program, or any other federal work program, prevail if there is a conflict with this Board Resolution.
- Student workers are paid from individual department operating budgets.
- Student workers are state employees and receive state paychecks.
- As state employees, student workers are required to abide by State and University policies.
- Upon completing 680 hours worked, a Student Worker will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.

Finding and hiring a student worker

- See **Appendix I** for Student Worker Pay Rates and **Appendix J** for Student Worker Job Classifications.
- If you want to advertise a Student Worker position, or you are looking for students with a work-study award to work in your department, you may post the position on The Center for Advising & Career Exploration's **College Central Network**, where students can search for available positions. Students will contact the department to set up an interview.
- Once you have hired a student worker, he/she must read several policy documents and complete required forms. See the Student Employment website for information.
- All forms are submitted to the Payroll Office in Marcus White Annex 006.
- A justification is required for changes to a student worker's pay rate. (See **Appendix J**).
- If the student's pay rate changes, or there are any other changes to the student's payroll status, they may be required to submit revised payroll forms.

- Hours worked are submitted through CORE's Time & Attendance system.
- Questions regarding forms, time sheet processing, or paychecks should be directed to the Business Office at x22503.

SECTION 6
GRADUATE ASSISTANTS
&
GRADUATE INTERNS

GRADUATE ASSISTANTS

Procedures and Criteria for Appointing Graduate Assistants

The purpose of the Graduate Assistantship is to allow well-qualified graduate students to participate in institutional activities academically relevant to the student's program of study.

Graduate Assistantships will *only* be awarded to matriculated graduate students. Graduate students awarded full assistantships shall pay full-time tuition; graduate students awarded half assistantships and enrolled for nine (9) semester hours or more shall pay full-time tuition. Those enrolled for less than nine (9) hours shall pay appropriate registration and course fees for part-time students.

The State University Fee, University General Fee (except for portion attributable to student accident insurance), and the Student Activity Fee shall be waived for Graduate Assistants.

The maximum stipend for full graduate assistantships shall be \$4,800 per semester and \$2,400 per for half graduate assistantships.

Part-time Graduate Assistants are expected to complete 10 hours per week or 150 hours per semester. Full-time Graduate Assistants are expected to complete 20 hours per week or 300 hours per semester. Assignments begin the first week of each semester and continue through the semester's end.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Assistant (GA):

- Matriculated in a Graduate program
- Maintain a 3.0 GPA or higher
- Be registered in the current semester (At least 9 credits full-time; at least 3 credits part-time).

Graduate Studies Policy Regarding GA Positions

- May not be employed by any other employment category by the university
- Full- and part-time Graduate Assistants should not be engaged in significant employment outside of the university, or hold full-time employment elsewhere or be engaged in a full time (20 hours) internship.
- Graduate Assistants are expected to make a full time commitment to graduate study.

GRADUATE INTERNS

Procedures and Criteria for Appointing Graduate Interns

Per Board of Trustees Resolution #92-115

Developed by the School of Graduate Studies (x22363)

A graduate student preparing to enter a student affairs or student service field may be appointed as a Graduate Intern (GI) to provide an intense two-year on-the-job training and development experience.

Graduate interns enrolled as full-time students shall be required to pay full-time general fund tuition and a University General Fee sufficient to defray the cost of student accident and health insurance. The balance of the University general fee as well as all other fees imposed by the board shall be waived.

Graduate interns enrolled as part-time students shall have waivers of all fees, including summer and winter session fees up to a total maximum of 18 credit hours, provided they are enrolled in courses that are required for the completion of their graduate program. (Please note: Graduate Interns must pay the \$62 registration fee (or higher if the fee structure changes).

Each campus is authorized to pay Graduate Intern stipends not to exceed \$15,000 for the academic year (nine months) and a stipend not to exceed \$5,000 for summer sessions (three months). Stipends will be prorated for part-time assignments.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Intern (GI):

- Be matriculated into a graduate program
- Demonstrate a minimum 3.0 GPA
- Preferably be registered part time (3-8 credits) in courses that are required for their graduate program. See above for the Board of Trustees resolution
- Have the proper visa if being appointed as an international student
- May not be employed under any other employment category by the university.

Procedures

Assigning a Graduate Intern (GI) to a department requires the following steps:

- The hiring office interviews the student and extends the possibility to hire after the graduate intern agrees to work 35 hours per week.

- The hiring office notifies the Dean, School of Graduate Studies, who confirms that the student meet criteria as listed above.
- If criteria are met, a letter is sent to the student by graduate studies and copied to the hiring supervisor, bursar and human resources, and Provost (or other appropriate area supervisor).
- Whether they are new or renewals, GIs must report to Human Resources to be placed on the payroll. No GI will be paid until this requirement is met.
- Graduate Interns may be hired for a maximum of two years if funding exists. Appointments are made on an annual basis and students are renewed based on the student's performance as a GI as well as stated criteria; a second letter is sent by graduate studies if appointed for a second year.

SECTION 7
APPENDICES

APPENDIX A

Charge of the Search Committee

Position: _____ Search Number: _____

I. General issues

1. Search committee liability: it is possible, and has happened here, that search committee members can be sued in their individual and official capacities. Under Connecticut law, state employees are entitled to representation by the Attorney General's Office and indemnification by the state where their actions within the scope of employment or discharge of duties for damage or injury are "not wanton, reckless or malicious..." Conduct that is merely negligent comes within the statutory protection.

The committee must meet as a whole throughout the search and must conduct its deliberations within the meetings. Do not discuss anything related to the search, either with members or non-members of the committee, except when the committee is formally meeting. If you E-mail information regarding the search, all of the committee should be copied.

2. Each applicant must receive an individualized and complete review of his/her qualifications as compared to the job advertisement. If there are general terms in the advertisement that need further clarification, those standards must be set out before reviewing the applications. For example, the ad requires "teaching experience" without further definition. The committee needs to describe the skill set and scope that term is meant to capture, rather than the jobs that might suffice.
3. All members of the committee must use the same standards to evaluate the applicants. Again, decide before looking at the applications, as that helps to insulate the committee from charges of bias or favoritism.
4. Members of the committee should disclose to each other if they know any of the applicants in the pool and how they know of them, or about them. If a member feels that he or she cannot be objective about a candidate, he or she should recuse him or herself from the committee.
5. Master file: The search chair should maintain clean originals and make copies for the committee members. There must be no notes or writing of any kind on the original materials.
6. By state and federal law, the official, or master, search file must be maintained in a secure and accessible location for a minimum of 3 years. The Office of Diversity & Equity maintains the AA search file, but the official (or master) file, containing all application materials from all applicants (whether or not qualified) should be maintained by the hiring department chair.

7. The search chair should contemporaneously document all of committee's decisions, including standards to be applied and the committee's action for each applicant which will become part of the master file. Only committee decisions should be recorded on the minutes. Internal discussions or procedural matters should not be kept in record.

II. AAP-2: Affirmative Action search plan

1. The committee should develop an advertisement that is specific but inclusive. Note that you must evaluate all applicants by comparing their qualifications to those listed in your ad. Your evaluation should be thorough and fair, treating all applicants equally.
2. The advertisement is not a job description. It contains a list of minimal and preferred qualifications necessary to do the job. Remember, any applicant with all the minimal qualification should be, in theory, able to perform the job.
3. Weight carefully the minimal qualifications, and be inclusive. Try not to include qualifications that will unnecessarily exclude potential qualified applicants. For example, if you say "5 years experience" as a minimal qualification, think: why five? Is this really the minimum necessary? Would four do just as well, but broaden my pool?
4. For the most part, the preferred qualifications will differentiate the minimally qualified from your finalists. List qualifications that is specific and objective.
5. Recruitment is the most important tool we have to increase diversity. Make sure to include AT LEAST two sources of advertisements that are specifically targeted to historically underrepresented groups in the position's field. Also, include proactive recruitment measures as part of your plan.
6. Once the advertisement is completed and approved by the committee and relevant supervisors, Human Resources will post your ad in one major advertisement source. Other sources must be paid and placed by the department, the dean's office or the academic division. The bargaining units' minority recruitment committees may have available funds for advertisement and recruitment. The Office of Diversity & Equity DOES NOT have any available funds for advertisement.

III. AAP-3: The advertisement has yielded a pool of applicants that the committee needs to review, comparing the applicants' qualifications to those specified in the advertisement.

1. When completing this form, the members must articulate their reasons for voting each individual applicant into the categories and must challenge those reasons that appear unsupported.

2. Pre-Screening-all or none within each category. Applicants within a category must be treated the same. For example, if one is called about missing materials, all must be called who are similarly situated.
3. Each applicant must have a reason-factual and not conclusory, based on the job ad-for why she or he is placed in a category.
4. The **Not Qualified** category is intended for those applicants who do not meet the required elements of the job qualifications. Failure of an applicant to meet any one of the required qualifications should result in placement in the Not Qualified category unless, on the judgment of the committee, the applicant possesses substantially comparable qualifications. The minimum requirement that the applicant has not met should be stated under the Reason column. Letters may be sent to those applicants once the AAP-3 is fully signed.
5. The **Minimally Qualified** category lists those applicants who meet all the minimum requirements, but, based on the paper review and on the judgment of the committee, are not the preferred candidates to be considered finalists. State the factual reasons for placement in the Minimally Qualified category based on the ad and the standards the committee set in advance. For example, if the preference is for someone who has supervised students in field placements and the applicant has no such experience.
6. Then separate the **Finalists** from the Minimally Qualified-apply the standards the committee set-the committee is to work towards speaking with one voice, either unanimously or consensus, at the end. Special attention should be placed on Affirmative Action target candidates.
7. This is a paper review process for the most part. If an applicant is known to the committee (e.g., because of serving a special appointment or other University employment), that information should have limited effect -in other words, if he or she is minimally qualified based on the paper review, but the committee would like to interview him/her based on personal knowledge of the applicant, the person still should go into minimally qualified and not the finalist category.
8. Is the pool the size expected? If not, why not? What should be done to increase the size of the pool? Is there a qualification that acts to exclude otherwise qualified applicants? It is permissible to re-advertise and extend a search if the committee feels it is necessary to attain a larger and more diverse pool of applicants.
9. Is the pool apparently diverse in gender? Race/Ethnicity? If not, why? What else can be done to diversify the pool? The **Priority Target** for this search is _____ . The Office of Diversity & Equity will provide demographic information to the committee when the AAP-3 is submitted about the candidate.
10. Do not interview anyone until this form is completely approved. The Office of Diversity & Equity might reject an AAP3 form if the pool of finalists does not include an applicant from the target group.

IV. Interviews:

1. Read through the "Hiring and Search Manual" before beginning to interview. Stop interviewees from offering information we don't want to know. Frame your questions carefully.
2. All interviewees are asked the same basic questions.
3. The search committee members must agree ahead of time on the criteria used and the weight to be given to each question.
4. If you didn't sit through all the interviews, your ability to vote for candidates is limited. With their consent, candidates might be video or audio recorded, and the recordings shared with members of the committee.
5. At the end of the interviews, the committee now has considerable objective and subjective information. Articulate the committee's decisions for each interviewee. Be factual, weigh the relative strengths and weaknesses of each.
6. Put those decisions into a memo to the hiring manager.

V. AAP-4:

1. Fill out the unranked candidate's names only.
2. Attach the memo to the hiring manager.
3. Do not make any conditional offers to candidates until this form has been fully signed.
4. If the hiring manager asks the committee to make a conditional offer to a candidate, document all conversation with the candidate, contemporaneously, and file them in the master search file.
5. Be very clear that the offer is conditional upon the results of a background check and final approval of the President, and put that in writing.

APPENDIX B
SAMPLE LETTERS

(This is suggested language that should be personalized as appropriate for the search)

**Letter to a candidate who is *not qualified or is minimally qualified*
and will not be granted an interview**

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central CT State University. I apologize for the length of time you have had to wait for some communication from us.

The Search Committee received over _____ applications and carefully reviewed all of the materials received from the candidates.

After due consideration of your credentials, we have identified other candidates whose

“experience and qualifications more closely match our needs” OR

“whose experience and qualifications more closely match the requirements listed in the job advertisement.”

Letter to candidate in the *highly qualified* pool but is not granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central Connecticut State University.

At this time, we have decided not to invite you for an interview. However, we are continuing the search and your candidacy will remain under consideration. If you no longer wish to be considered, kindly e-mail _____ and we will remove your name from consideration.

Letter to confirm a scheduled interview with a finalist

Dear Dr/Mr/Ms:

This letter is to confirm your scheduled interview for the position of _____ (job title) at Central Connecticut State University.

The interview is scheduled for _____ (day, date) at _____ (time) in _____ (building, room number). Directions and parking instructions are enclosed.

We look forward to meeting with you. In the meantime, if you have any questions, please feel free to call _____ at _____ (phone number).

Letter to a candidate who was phone interviewed but will not be invited to campus

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the Search Committee's decision not to invite you for a campus interview for the position of _____.

Narrowing down the field is never an easy task, and it was made even more difficult by the caliber of the candidates. We enjoyed the opportunity to talk with you.

We appreciate your patience with the search process. On behalf of the entire Search Committee, thank you for your interest in CCSU.

Letter to a candidate who was interviewed but will not be hired (after being informed by telephone)

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the _____ position.

The Search Committee thoroughly enjoyed meeting with you. As you know, we had over _____ applicants for the position, and we interviewed only _____ candidates.

We hope that your passion for _____ remains high, and that your career, whatever path it takes, is fulfilling and rewarding.

APPENDIX C

AMERICANS WITH DISABILITIES ACT (ADA) POLICY AND PROCEDURES

CONNECTICUT STATE UNIVERSITY SYSTEM POLICY REGARDING PERSONS WITH DISABILITIES

The Board of Trustees for the Connecticut State University System affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits the Connecticut State University System (CSU) to achieve equal employment opportunity and full participation for employees with disabilities. It is the Board's policy that no qualified person be excluded from consideration for employment, participation in any university or System Office program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from CSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities, and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the Rehabilitation Act of 1973 including the section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statutes and State Executive Orders 18, 11, and 9.

The ADA requires reasonable accommodation in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. CSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, each university's regular services and programs. In keeping with CSU's commitment to equal employment opportunity, each university will make reasonable accommodation for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the university or System Office Affirmative Action Officer to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of university and System Office departments, offices, and personnel. Each university and the System Office shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

The Connecticut State University System regarding Persons with Disabilities shall be made available to all employees and shall be posted prominently in meeting rooms used for university and related business meetings and on bulletin boards located in common areas which are readily accessible, on a daily basis, to Connecticut State University System employees and visitors.

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities who are employees or applicants unless to do so would cause an "undue hardship." The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a disabled employee to enjoy equal employment opportunities. The University must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual's functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the University may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the University to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the "Reasonable Accommodation Request Form," and the "Health Care Provider Release Form." When deemed necessary by the University, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them directly to the University's ADA Coordinator: **Rosa Rodriguez, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0178, rodriguezr@ccsu.edu.**

The request for accommodation should include current documentation from a health care provider (if required by the University) that:

- States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such impairment, or is regarded as having such impairment.
- Explains the functional limitations the employee has as a result of their disability as it relates to the job duties.
- Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

2. Essential Job Function Analysis Conducted by the University and Determination of the Request For Reasonable Accommodation

The ADA Coordinator will contact the Department or Unit and conduct an essential job function analysis. The University retains the right to establish the essential job functions of the position for which a request for accommodation has been made.

After the above information has been received, the following steps will be taken:

- A review by a University-designated health professional may be required to substantiate that the employee has a disability and needs a reasonable accommodation.
- If appropriate, a meeting may be held with the employee, ADA Coordinator, and management personnel from the department to discuss the employee's limitations as they relate to the essential functions of the job and to discuss various options in regard to accommodating the employee.

- The University Administration retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preferences of the employee or applicant.

Any questions regarding this process should be directed to the University's ADA Coordinator.

[References: 42 U.S.C. §12101 *et seq.*; 29 C.F.R. § 1630.9]

Complaint Procedure

For complaints of alleged violations of the Americans with Disabilities Act, employees should refer to the CCSU internal complaint procedure established through the Office of Diversity & Equity at <http://www.ccsu.edu/AffAction/complaints.html>

**CONFIDENTIAL
REASONABLE ACCOMMODATION REQUEST FORM**

To be completed by employee or job applicant requesting an accommodation. Send to:

Rosa Rodriguez, Chief Diversity Officer, Office of Diversity & Equity, Davidson Hall, Room 102, 1615 Stanley Street, New Britain, CT 06050

This form must be used by university employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the University does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the University in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form **must** be maintained separately from the employee's personnel file and is a **confidential** document.

Fill out all sections that apply to you.

Name: _____ Date of Request: _____

Job Title/Classification: _____ Phone #: _____

Manager's Name: _____ Phone #: _____

Department/Unit: _____

If you're a job applicant, for what position are you applying? _____

1. Identify the physical and/or mental impairment(s) for which you are requesting an accommodation and expected prognosis/duration of the impairment(s).
2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential function(s) of the job/job applying for.
3. List the accommodation(s) you are requesting.
4. Medical verification of impairment from my physician or health care provider (check the appropriate box):

I have enclosed the documentation for this request.

The disability and the need for reasonable accommodation is obvious and no medical documentation is needed. Explain:

I, _____, give Central Connecticut State University permission to explore coverage and reasonable accommodations under the Americans with Disabilities Act of 1990, and all applicable State and Federal laws. I understand that all information obtained during this process will be maintained and used in accordance with the ADA, including its confidentiality requirements.

Signature of Requestor

Date

To Be Completed By the ADA Coordinator

Accommodation Request is: Approved ___ Denied ___ Modified ___ (Explain below)

Comments: _____

Signature of ADA Coordinator

Date

Reviewed by: _____

Date: _____

Revised October 2008

HEALTH CARE PROVIDER RELEASE FORM

I, _____, (employee/applicant), give Central Connecticut

State University permission to contact _____ (healthcare provider). I understand the reason for this contact is to advise the University about my functional abilities and limitations in relation to my job functions. I understand that the University will provide _____ (healthcare provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

Employee/Applicant Signature

Date

Revised October 2008

APPENDIX D

SAMPLE INTERVIEW QUESTIONS

QUESTIONS APPROPRIATE FOR TEACHING FACULTY INTERVIEWS

Describe the significance of your current research and how it fits into your long term research agenda.

How would you teach a broad introductory survey course taken by majors and Gen Ed students alike?

What books would you assign to your courses and why?

How do you engage students, particularly in a course for non-majors?

In your opinion, what are the attributes of a good instructor?

How do you adjust your teaching style to the less motivated or under-prepared student?

How does this position fit into your overall career goals?

BEHAVIORAL INTERVIEW QUESTIONS

What is Behavioral Interviewing?

Behavioral Interviewing helps interviewers discover how a candidate thinks and reacts in specific employment situations. The concept of Behavioral Interviewing is based on the idea that past performance is a predictor of future success.

Traditional interviewing asks typical questions such as: "What are your strengths and weaknesses?" or "What do you expect from an employer?"

In Behavioral Interviewing, desired skills and traits are determined and then questions are framed to determine whether the person's past experience and decision making skills match the organization's goals. In Behavioral Interviewing, questions are more probing in nature.

Examples of Behavioral Interview Questions

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- Describe a stressful situation at work and how you handled it.
- Tell me about how you worked effectively under pressure.

- How do you handle a challenge?
- Have you been in a situation where you didn't have enough work to do?
- Have you ever made a mistake? How did you handle it?
- Describe a decision you made that was unpopular and how you handled implementing it.
- Did you ever make a risky decision? Why? How did you handle it?
- Did you ever postpone making a decision? Why?
- Have you ever dealt with company policy you weren't in agreement with? How?
- Have you gone above and beyond the call of duty? If so, how?
- When you worked on multiple projects how did you prioritize?
- How did you handle meeting a tight deadline?
- Give an example of how you set goals and achieve them.
- Did you ever not meet your goals? Why?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Give an example of how you worked on team.
- Have you handled a difficult situation with a co-worker? How?
- What do you do if you disagree with a co-worker?
- Share an example of how you were able to motivate employees or co-workers.
- Do you listen? Give an example of when you did or when you didn't listen.
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?
- What do you do if you disagree with your boss?

Miscellaneous Interview Questions

Reprinted by permission of Henderson Training, Inc.

- If I were to ask your last supervisor, what would he/she tell me about your attendance?
- Tell me about a time when you organized and implemented a new work system, process or procedure. What was the outcome? What was your role?
- When has an organizational change made the work you had been doing irrelevant?
- Describe the toughest work transition you ever had to make. What made it so difficult? What was the outcome?
- When did you take an idea from beginning to end?
- Think of a time when you had to change something significant in your work environment? What happened?
- Tell me about a time when someone misunderstood a memo or email message you wrote.
- Describe an example of poor communication from a co-worker, boss or peer. How did you respond to it?
- Tell me about a time when you were speaking in front of a group and realized they weren't "getting it". Give me a recent example of how you communicated to others an idea that was well-received and implemented.
- Tell me about an experience where you had to speak up and share an opinion with others that was contrary to the majority view.

- What was the most difficult presentation you ever made?
- Does writing come easily to you? What types of communication are easiest to compose? Hardest? Why?
- Are you better at verbal or written communication? Why?
- Tell me how you ran your last meeting.
- When was the last time you got angry and showed your temper too quickly at work? How did it turn out?
- Give me an example of a recent time when you were confronted with an extremely stressful work situation. How did you handle it?
- Describe the last time you felt forced to comply with a decision made at work with which you did not agree.
- Tell me about a recent time when you co-workers or subordinates would say you were stressed or frustrated.
- When was the last time your supervisor praised you for handling a very stressful situation well?
- In your last job, when did you feel pressured? Why? What caused the pressure?
- Give me an example of when you had to work harder than normal to complete a task.
- What was a recent business conflict you had with someone at work? What were the results?
- What types of disagreements are you able to handle easily? Which are the most difficult? Please provide examples.
- Give me an example of a time when you took too long to deal with a conflict.
- When have you had to confront someone at work?
- What's an example of a disagreement that did not get resolved?
- What situations get you angry or irritated?
- Talk to me about your daily, weekly and monthly goals/deadlines and how your performance is measured.
- Tell me about a frustrating task or project that didn't turn out the way you wanted.
- What are you proud of accomplishing? What impact did it have?
- What's an example of an error or mistake you have made on the job?
- Describe two challenging goals you set for yourself in the past year. What were they and what was the outcome?
- Describe some tactics you have used to ensure you meet your goals.
- When have you failed to reach a goal?
- Tell me about the most challenging task or project you've had.
- Tell me about a deliverable you were responsible for providing that exceeded expectations.
- What do you like about your work? What rewards does it give you? Why did you choose this field?
- Tell me about your ideal work situation or career.
- What do you like least about your work? Why?
- What type of manager do you need to get the most out of your potential?
- If I were to read your most recent performance appraisal, what would it tell me?
- Thinking about this job, what do you believe would be most challenging aspects for you?
- Think of a time when you were asked to do or prepare something you knew little about. What did you do to ensure your deliverable was acceptable?
- Describe a time when you saw a superior or peer treat someone in a manner that you considered inappropriate. What did you do?
- Tell me about a time when everyone in a group was saying, "It can't be done", and you showed them a way it could be done.
- Tell me about a time when your willingness to take control of something worked really well.
- When have you passed up a job or assignment because you weren't confident enough in your ability?

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- Describe a situation where you tried your best and failed.
- What's the riskiest career change you've made? Why did you make it?
- What ideas have you sold to your own management? Why? What happened?
- Tell me about a time when you kept a confidence even though it cost you. What happened?
- Describe a time when you "walked your talk" at work. What was the situation?
- As a manager, tell me about a time when you had to present material you did not support.
- When did someone entrust you with a work confidence? Why do you think you were selected for this confidence?
- Tell me how you gain others' confidence and respect.
- When has disclosing a piece of information backfired on you?
- When have you felt it proper or necessary to circumvent company policy to make a sale?
- How have your relationships with peers improved or eroded over the years?
- Tell me about a time when your interpersonal skills were to the toughest test.
- Describe a situation where you had to change your interpersonal style because it wasn't working.
- How much of your success is due to your interpersonal skills?
- Has political savvy ever failed you?
- Describe the type of relationship you had with other key departments at your previous employer.
- When have "politics" affected your job?
- What are some "unwritten rules" for behavior at your last company?
- Tell me about a time when you felt it necessary to get assertive to get what you deserved or needed from management.
- Tell me about a time when you anticipated a political problem in advance.
- When was the last time a peer called up you because of your technical skills and level of expertise?
- How have you prepared yourself to stay abreast of technical developments in your field?
- How do you stay current on trends in the marketplace? The competition? Legislative regulations pertaining to the operation of business?
- During the last year, what have you not been able to do because you lacked the needed skill?
- Tell me about a time when you enhanced the performance of your business unit through the application of your specialized skills and technical expertise.
- When have you effectively put your technical expertise to use to solve a business problem?
- What do you want to know more about?
- What additional skills do you wish you had?
- Describe a negotiation you conducted.
- Describe a situation when you have brought two reluctant groups together.
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about your most over-budget project?
- Tell me about a time when you weren't able to say "no" to a request and got overloaded.
- Walk me through how you prioritize.
- Tell me about an experience you've had where scheduling your workload exceeded the amount of time you had available. What happened?
- What did you do to prepare for this interview?

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- Tell me about a situation when your schedule was interrupted unexpectedly. What did you do to overcome them?
- What do you need from an organization to support your success? Please be specific.
- How do you get started on a typical day? What do you do from there?
- How do you stay on top of your paperwork and email responsibilities?
- What is a current challenge you face with managing your time and priorities? How have you attempted to overcome it?
- Describe a time when you prepared a large budget. Were you able to meet it? What were the variances? How did it need to be altered?
- When have you underestimated resources required for a project or task?
- Give me an example of a time when you analyzed a situation to prevent additional problems.
- Tell me about a persistent issue that you resolved. What steps did you take to solve it?
- Describe a time when solving a problem poorly impacted the overall performance of your business unit.
- Tell me about a new idea you proposed to someone recently. What was the idea? What prompted it? Was it implemented?
- Think of a time when there was not a set precedent to help you solve a problem. How did you handle this situation? What was the outcome?
- Tell me about a time when you were given a task/project and asked to complete it with little guidance or structure.
- Tell me when you had to make a decision in less time than you thought was right.
- When has untimely decision-making ever figured in a failure, struggle or setback you have had?
- What was the most difficult decision you had to make at your present position? Why? What other possible solutions were there?
- Give me an everyday problem you had at your last job. How did you solve it?
- Why are you leaving your current employer? How did you reach this decision?
- What problems have you discovered at your current or previous company? What types of solutions have you recommended?
- When did you have to make an unpopular decision?
- Compare sales managers for whom you've worked. Which one organized your job (territory, customers, etc.) best? Which one was the best to work for? Why?
- What sales situations have challenged you the most? The least?
- Tell me about the most significant accomplishment in your department in the last year. To whom does the credit belong?
- Describe a situation when your attempt to motivate or influence a person/group was rejected.
- Tell me about a time when you became too "hands-on" and had to let go to allow the team to do more.
- When have you started up a new team?
- When have you worked on a team where others had more expertise/experience than you?
- How have you worked with team members who have very different levels of competence?
- Would you rather work on a team or on your own? Why?
- Give me an example of a problem you faced on the job, and tell me how you solved it.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
- Give me an example of when you had to show good leadership.
- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.

- Describe a decision you made that was unpopular and how you handled implementing it.
- Have you gone above and beyond the call of duty? If so, how?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Have you handled a difficult situation with a co-worker? How?
- Tell me about how you worked effectively under pressure.

Traditional Interview Questions

- How would you describe yourself?
- Tell me about your experience.
- Can you share some specific information about your past work history and what skills you used frequently in your previous positions?
- What skills do you bring to this position?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- What do you see yourself doing five years from now?
- Why did you choose this career?
- Can you explain gaps in your employment history?
- How well do you work with people? Do you prefer working alone or in teams?
- How would you evaluate your ability to deal with conflict?
- How would your co-workers describe you?
- What is the best job you've ever had and why?
- What qualifications do you have that make you uniquely qualified for this position?
- In what ways do you think you can make a contribution to this University?
- What leadership attributes do you have?
- What two or three accomplishments have given you the most satisfaction? Why?
- Do you have plans for continued study?
- How well do you adapt to new situations and change?
- What interests you about working at the University?
- How do you personally define success?
- What motivates you professionally?
- Why should I hire you?
- Describe a situation in which you were successful.
- What are your greatest strengths and weaknesses?
- Who influenced you the most in your life and why?
- Are you willing to relocate?
- Are you willing to travel?

APPENDIX E
ILLEGAL INTERVIEW QUESTIONS

REGARDING NATIONALITY

Do not ask:

- o Are you a U.S. citizen?
- o Where were you (or your parents) born?

BUT....YOU CAN ASK:

- o **Are you authorized to work in the United States?**
- o What languages can you read, speak, or write fluently?

REGARDING AGE

Do not ask:

- o How old are you?
- o When did you graduate from college?
- o You're making a career change at this age?
- o How old are your grandchildren?

BUT....YOU CAN ASK:

- o Are you over the age of 18?

REGARDING MARITAL STATUS AND FAMILY

Do not ask:

- o What is your marital status?
- o Would your husband (wife) be willing to relocate if you get this job?
- o How do you handle all your responsibilities as a single parent?
- o Do you have plans to have a family?
- o How many children do you have?
- o Do you have child care arrangements?
- o What does your spouse do?

BUT....YOU CAN ASK:

- o Would you be willing to relocate if necessary? Travel is an important part of this job.
- o This job requires overtime occasionally. Would you be able and willing to work overtime if necessary?

REGARDING AFFILIATIONS

Do not ask:

- o To what clubs or social organizations do you belong? (This could be interpreted as an attempt to determine national origin or religion)
- o From your resume, I noticed that you are actively involved in your church. Would it be a problem for you to work on Sundays?

BUT....YOU CAN ASK:

- o Do you belong to any professional or trade groups or other organizations that you consider helpful in your ability to perform this job?

REGARDING PERSONAL DATA

Do not ask:

- o How tall are you?
- o How much do you weigh?

BUT....YOU CAN ASK:

- o *This job requires that you lift a 50-pound weight and carry it 100 yards. Can you do that?*

REGARDING FINANCES:

Do not ask:

- o Do you own your own home?
- o Do you have any credit card debt?

REGARDING DISABILITY

Do not ask:

- o Do you have any disabilities?

BUT....YOU CAN ASK:

- o Are you able to perform the essential functions of this job with or without reasonable accommodations?

REGARDING MILITARY SERVICE

Do not ask:

- o If you've been in the military, were you honorably discharged?

BUT....YOU CAN ASK:

- o What type of training and education did you receive in the military?

Examples taken from USA Today, 1/29/01 *Illegal Interview Questions*

APPENDIX F

AAUP EMERGENCY APPOINTMENT
 CENTRAL CONNECTICUT STATE UNIVERSITY
 (Pursuant to Article 4.8.2 (C)** of AAUP Contract)
 A copy of the approved AAP 1 form must be attached to this form when submitted.

SEARCH # _____ PCN _____
 1. DEPARTMENT _____ TITLE _____
 2. DESCRIPTION OF DUTIES AND RESPONSIBILITIES: _____

4. POSITION VACATED
 BY: _____ DATE _____ NEW POSITION _____

THE CANDIDATE SHALL NOT BE OFFERED THE POSITION UNTIL THIS FORM AS BEEN RETURNED TO THE DEPARTMENT WITH ALL REQUIRED SIGNATURES . IF THE CANDIDATE IS A NEW EMPLOYEE, PLEASE ATTACH A COPY OF CANDIDATE'S RESUME AND OFFICIAL TRANSCRIPTS. IN ADDITION, ALL NEW EMPLOYEES MUST FILL OUT A BACKGROUND INVESTIGATION CONSENT FORM (FACULTY) AND THE CCSU EMPLOYMENT APPLICATION, WHICH CAN BE FOUND AT <http://www.ccsu.edu/HumanResources/formindex.html>

NAME OF CANDIDATE _____ PROPOSED RANK _____

START DATE _____ END DATE _____ F/T SALARY _____ P/T SALARY _____ RACE/GENDER _____
 W = White B = Black H = Hispanic O = Other U = Unknown

Special terms or conditions:

This form should be routed to Human Resources after all signatures are affixed. Human Resources will prepare the letter of appointment.

1. _____ 3. _____
 DEPARTMENT/UNIT HEAD DATE PROVOST/EXECUTIVE OFFICER DATE
 2. _____
 DEAN/DIRECTOR DATE

APPENDIX G

University Assistant Appointment
Fiscal Year 2015 - 2016

Renewal _____ New Appointment _____

CCSU BANNER ID#

Name: _____
Last First MI

Address: _____
Street

_____ City State Zip Code

Telephone #: (____) _____-_____

Department: _____ Supervisor: _____

Alternate: _____

Duties: _____

Please use either # 1 or 2 1. If working full fiscal year 2. If working partial fiscal year

Approver: Start Date 06/26/2015 Start Date ____/____/____

Position #: End Date 06/23/2016 End Date ____/____/____

Banner Index: Total Weeks: 52 Total Weeks: _____

Total Salary for 2015-16 Employment Period:

\$ _____ (rate/hour) x _____ (hours/week)* x _____ (total weeks) = \$ _____

*The number of hours assigned and worked by the University Assistant may not exceed an average of 19 hours per week for the term of the employment. Hours worked may not exceed 40 hours per pay week.

Recommended by _____ (Supervisor) Date _____
Print name / Signature

Approved by _____ (Dean, Director, etc.) Date _____
Print name / Signature

Approved by _____ (Executive Officer) Date _____
Print name / Signature

Approved by _____ (Grants-for ALL Grants) Date _____
Print name / Signature

New appointments ONLY:
(To be filled in after appointment is approved) Date of Birth ____/____/____ Race _____ Sex M / F

For Human Resources Use Only

Citizen: Y / N W-4 _____ CT W-4 _____ Ethics/Violence Prevention Policy _____

If No - VISA or PRA I-9 _____ BKGRD _____ Employee # _____

APPENDIX H-A

DUAL EMPLOYMENT FORM
For Multiple Teaching Assignments within CT State Higher Education



State of Connecticut Human Resources
Dual Employment Request Form
For Multiple Teaching Assignments within CT State Higher Education

Form #: CT-HR-25h
Creation Date: 02/2015

Instructions: This form is to be used only when the dual employment involves two or more assignments within either: (1) UConn (and its campuses); (2) the UConn Health Center; or (3) the Board of Regents (including State Universities, Community Colleges and/or Charter Oak State College). All assignments must be FLSA exempt and the principal duties of each assignment related to teaching, i.e. Faculty, Instructors or Lecturers. This form may also be used for Graduate Assistant assignments when the primary duty of all assignments is teaching. (Not all Graduate Assistant assignments are FLSA exempt, therefore, a review of duties must be conducted.) A Form CT-HR-25 must be completed and submitted to the Department of Administrative Services for approval when these conditions are met. (See General Letter 204 for procedures and specific requirements pertaining to Dual Employment.)

Name of Employee _____ Employee ID _____ Today's Date** _____

List the multiple assignment titles, work locations, dates of the assignment and work schedules (or indicate if teaching an online course) below by Cere-CT Record Number. If there is no Record 0 (or other Record nos. are skipped) then leave that particular row blank.

Cere-CT Record #	Institution/Department	Job Title	Course	Start and End Date of Assignment (6 mos. max)
0				
1				
2				
3				
4				
5				

Cere-CT Record #	Course Schedule	Online <input type="checkbox"/>	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
0	Start Time: _____								
	End Time: _____								
1	Start Time: _____								
	End Time: _____								
2	Start Time: _____								
	End Time: _____								
3	Start Time: _____								
	End Time: _____								
4	Start Time: _____								
	End Time: _____								
5	Start Time: _____								
	End Time: _____								

**APPENDIX H-B
DUAL EMPLOYMENT FORM**

EMPLOYEE ACKNOWLEDGEMENT

The employee must read and sign the following acknowledgment:

I understand this multiple employment assignment is approved until _____ (maximum six months) and is contingent upon no change in assigned work schedule, job duties, job title, in any of the assignments. There is no time conflict between assignments or duplication of hours worked in any of the assignments on this form. I further understand I must inform the institution of any change and that such change will require a new Form CT-HR-25. I understand the result of any change in information presented on this Form CT-HR-25 may be cause for termination of assignments prior to the aforementioned date.

I acknowledge I am not a party to a Personal Services Agreement (PSA) with any state higher education institution or state agency and will not accept a PSA during the term of the multiple assignments contained on this form.

I understand I am ineligible for overtime as all assignments listed are FLSA Exempt.

I have reviewed the State Ethics Policy and certify no conflicts of interest exist.

Print Employee's Name _____ Employee's Signature _____ Date _____

EMPLOYING INSTITUTIONS' CERTIFICATION

Signature below certifies all conditions under C.G.S. Sec. 5-208a are met. A fully executed copy of Form CT-HR-25 must be retained by all signing institutions for DAS post-audit purposes.

I certify that the assignments specified above are FLSA Exempt, the primary duty of the assignment(s) is related to teaching, and that the hours worked in all assignments have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work indicated, or if there is a change in the employee's job class, a new Form CT-HR-25 with the required information will be completed promptly and retained for post-audit. I further certify no conflict(s) of interest exists between the assignments listed.

Recommended Approval

Yes ___ No ___	0.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date
Yes ___ No ___	1.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date
Yes ___ No ___	2.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date
Yes ___ No ___	3.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date
Yes ___ No ___	4.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date
Yes ___ No ___	5.	_____	_____	_____	_____
		Institution	Signature of Agency Head/HR Designee	Official Job Title	Date

*The U.S. Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.
**The Form CT-HR-25 must be completed before the employee begins multiple assignments.



**State of Connecticut Human Resources
Dual Employment Request Form**

Form #: CT-HR-25 (formerly PER-DE-1)
Rev. Date: 5/2014

Instructions: The Secondary Agency initiates a Dual Employment Request when hiring a current State of CT employee into a Secondary assignment. The Secondary Agency retains a copy of the form in a suspense file and forwards the original form to the Primary Agency. (See General Letter 204 for procedure and specific requirements pertaining to Dual Employment.)

IMPORTANT

- A fully executed Form CT-HR-25 must be on file prior to an employee commencing employment in a Secondary assignment.
- Effective 07/01/2013, any dual employment arrangement that results in the necessity to pay overtime shall be approved in advance by the Commissioner of Administrative Services in accordance with CGS §5-208a as amended by Public Act 13-247.
- Once approved, both agencies must keep a copy of the fully executed Form CT-HR-25 on file.
- The Secondary Agency must initiate an extension via this form every six (6) calendar months when an assignment exceeds six (6) months or when the assignment or the semester changes, whichever occurs first.

Section One: Secondary Agency completes this section

Today's Date: ___/___/_____

Assignment Anticipated to Begin: ___/___/_____ & End: ___/___/_____ (not to exceed 6 months)

Secondary Agency/College/University*: _____ Facility, if any: _____

Name of Employee under consideration for Secondary Assignment: _____

Employee ID of Employee under consideration for Secondary Assignment: _____

City/State of Secondary Agency/Facility	City/State of Primary Agency/Facility or Telecommuting Location, if applicable	This information is required to determine the feasibility of an employee travelling from/to the Primary Assignment or when a Telecommuting Arrangement exists.

Official Title of Secondary Position: _____ Duties to be performed in Secondary Position: _____

Is there a potential for a Conflict of Interest? (You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)

Yes ___ No ___

Determine the potential for Overtime**: FLSA Status of Secondary Position: _____ Exempt (No Overtime) _____ Non-Exempt (Overtime-eligible)

Work Schedule: Indicate the scheduled days the employee is expected to work and the start/end times for each day. Specify all hours for teaching, grading and preparation work for part-time Lecturer positions.

Day of Week	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays	Saturdays	Sundays
Time In:							
Time Out:							

* For the purpose of Dual Employment, the term "agency" means any state entity in the Executive Branch, including colleges and universities. General Letter 204 also applies to the Legislative and Judicial Branches of government when one of the assignments involves an employee who is employed with (or anticipated to become an employee of) the Executive Branch.

** The US Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.

Section Two: Secondary Agency retains a copy of the form and routes to the Primary Agency AND any other employing State Agency.

Form CT-HR-25 sent to:

Current Employing Agency/Agencies (include Facility, if appropriate):

1.) _____ Emailed to: _____ Date: _____
 2.) _____ Emailed to: _____ Date: _____

Notes: This form must be completed and fully executed by each agency when an employee is ACTIVELY employed by one or more state agencies. Following completion of a Secondary Assignment, the employee's record is to be terminated in CoreCT.

Section Three: Person at Secondary Agency who initiated the Dual Employment Request completes this section.

Name _____ Official Job Title _____ Email Address/Phone (include area code) _____

Section Four: If Primary Agency determines the Secondary assignment may be CONSIDERED then the Primary Agency completes, retains a copy, and returns form to the Secondary Agency for determination of FLSA implications (Overtime).

Official Title of Employee (Primary job): _____ Major Duties performed in Primary Position: _____

Is there a potential for a Conflict of Interest? (You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)

____ Yes ____ No

Determine the potential for Overtime**:

FLSA Status of Secondary Position: _____
 Exempt (No Overtime) _____ Non-Exempt (Overtime-eligible) _____

City/State of Primary Agency/Facility or Telecommuting Location, if applicable	City/State of Secondary Agency/Facility	This information is required to determine the feasibility of an employee travelling from/to the Primary Assignment or when a Telecommuting Arrangement exists.
--	---	--

Work Schedule (Indicate the scheduled the employee is expected to be available for work and start/end times for each day):

Day of Week	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays	Saturdays	Sundays
Time In:							
Time Out:							

All hours for actual teaching and preparation hours are to be shown above.

Form CT-HR-25 sent via Email to: _____ Date: _____

Section Five: Secondary Agency completes and routes to the Primary Agency AND any other employing State Agency.

The Secondary Agency must verify the following information before commencing a Dual Employment arrangement.

In order for a dual employment assignment to be approved, the Secondary agency must confirm all of the following are true:
 Employee is not on a Personal Services Agreement (PSA) with any state agency including other branches of State Government, Universities and Colleges.

Comparison of hours has been conducted and no duplication of work hours exists. Note: Employees may not use accrued or earned leave time in one agency to travel to or work during the same period of time for another agency.

Description of duties provided by Primary agency has been reviewed.

Findings following review:

____ Similarity of duties exist; communication with Primary agency has occurred
 ____ No similarity of duties exist

____ Ethics Liaison has determined no conflict of interest exists.

Primary position FLSA:

Anticipated # of Hours per Week: _____

____ Exempt

____ Non-Exempt

Secondary position FLSA:

Anticipated # of Hours per Week: _____

____ Exempt

____ Non-Exempt

FLSA Status must ALWAYS be considered. DAS approval is required when either position is Non-Exempt. This chart is intended to serve as a guide when determining whether the employee is eligible for Overtime payment:

If the FLSA Status of Primary Job is:	And the FLSA Status of Secondary Job is:	Then the following Applies:
Exempt	Exempt	No Overtime (DAS approval is not required)
Non-Exempt	Non-Exempt	DAS approval is required
Exempt	Non-Exempt	DAS approval is required
Non-Exempt	Exempt	DAS approval is required

If both jobs are Exempt, Secondary Agency completes and routes to Primary Agency

I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Secondary agency are documented accurately and have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work as indicated, or if there is a change in the employee's job class, a new Form CT-HR-25 with the required information will be submitted promptly to the Primary agency. I further certify no conflicts of interest exist between services performed.

Recommend Approval: ____ Yes ____ No

Signature of Agency Head/HR Designee _____ Official Job Title _____ Date _____

If both jobs are Exempt, Primary Agency completes, retains a copy and routes to Secondary Agency

I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Primary agency are documented accurately and have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work as indicated, or if there is a change in the employee's job class, a new Form CT-HR-25 with the required information will be submitted promptly to the Secondary agency. I further certify no conflicts of interest exist between services performed.

Recommend Approval: ____ Yes ____ No

Signature of Agency Head/HR Designee _____ Official Job Title _____ Date _____

Stop here when both jobs are Exempt. DAS approval is NOT required.

Continue when either job is Non-Exempt. DAS approval is required.

(DAS approval is also required when the request involves an employee already serving in more than one assignment.)

Secondary Agency completes and routes to Primary Agency

Determining the Overtime Rate of Pay: In accordance with FLSA Regulations, when each position has a different rate of pay and when all hours over 40 in a week are subject to Overtime, the Overtime Rate is to be based on the "weighted average" of both rates of pay. This means the average weekly gross pay of both positions divided by the number of hours worked (in both positions).

a. (Hours paid at Primary x hourly rate) + (hours paid at Secondary x hourly rate)

b. Divide total pay by total hours paid to get weighted average hourly rate

c. Divide the weighted average hourly rate by 2 (or multiply it by .5) to derive the amount that must be applied to hours worked over 40 per week

Reasoning: FLSA requires the payment of overtime at time and one-half for hours worked over 40 in a week. The hours over 40 have already been paid as straight time by the respective agency; now we must calculate and add the additional "half" to the straight time already paid for those hours over 40, using the weighted average rate

d. Multiply the figure from 'c' above (which is one-half of the weighted average rate) by the number of hours over 40. This is the amount of overtime pay owed the employee for the week

Example: (40 hours x \$20/hour) + (20 hours x \$10/hour)

60

= \$16.67

\$16.67 / 2 = \$8.335 (or \$16.67 x .5 = \$8.335)

\$8.335 x 20 = \$166.70 (This is the Overtime amount owed for the week.)

The base rate of pay for Overtime shall be: \$ _____ per hour[^]

Overtime payment to be paid by Primary Agency
 Overtime payment to be paid by Secondary Agency
 Overtime payment to be paid by both agencies – by selecting this option, both/all agencies agree to communicate with the other whenever there is a variation to the schedules provided in Sections One and Two. Both agencies are also agreeing to pay the Overtime incurred as a result of working in the assignment associated with the specific agency. For example, any hours for which the employee is to be paid as a result of working in the Primary job will be paid by the Primary agency in accordance with the Time and Labor rules affiliated with that assignment; all hours worked over 40 as a result of work performed in the Secondary assignment will be paid by the Secondary agency.

SPECIAL NOTE: This Overtime rate reflects the employee worked the exact number of hours indicated on the Form CT-HR-25 and presumes all hours were actual hours worked in a week. *If an employee works more hours or takes accrued time off during the week, the resulting rate will vary. As such, the actual Overtime rate must be re-calculated every time the employee works a different number of hours in a week.*

[^] - The employer and employee must agree that overtime hours will be compensated at one and one-half times the regular rate for the overtime work performed, and this agreement must be arrived at before the performance of the overtime work. An employee's signature is to be obtained by the Secondary agency after DAS approval has been received.

Section Six: Secondary Agency and/or Primary Agency complete(s). Form is returned to Secondary Agency.

Check one:

- Primary agency will be responsible for overtime payment
 OR
 Secondary agency will be responsible for overtime payment
 OR
 Primary and Secondary agencies will be responsible for overtime payment as follows:

Approval recommended by Primary agency:

Yes No _____ Fiscal Director of Primary Agency – Agency/College/University _____ Date

Yes No _____ Agency Head/Designee of Primary Agency – Agency/College/University _____ Date

Approval recommended by Secondary agency:

Yes No _____ Fiscal Director of Secondary Agency – Agency/College/University _____ Date

Yes No _____ Agency Head/Designee of Secondary Agency – Agency/College/University _____ Date

DAS MUST APPROVE BEFORE THE EMPLOYEE BEGINS WORKING IN THE SECOND POSITION.

Section Seven: Secondary Agency routes to DAS Statewide Human Resources Management

Certification from DAS is required if the dual employment arrangement results in the necessity to pay Overtime. DAS has reviewed this dual employment request and all materials required in accordance with General Letter 204. Based on the information provided by the Secondary and Primary Agencies, this request is:

Approved Denied _____ Comments: _____

Signed: _____ Date: _____
 DAS Statewide HR Management Director/ Designee

Section Eight: DAS HR Liaison provides the Secondary and Primary Agencies with a copy of the fully executed form.

Form CT-HR-25 sent from _____ to Primary and Secondary Agencies, as indicated below.
 (DAS Statewide HR Management staff)

Primary & Secondary Agency Contact:

1.) _____ Email: _____ Date: _____
 2.) _____ Email: _____ Date: _____
 3.) _____ Email: _____ Date: _____

The Form CT-HR-25 must be available on request during post-audit by the Department of Administrative Services – Statewide Human Resources Management.

Addendum to Form CT-HR-25

Effective July 1, 2013, Section 5-208a of the Connecticut General Statutes reads:

No state employee shall be compensated for services rendered to more than one state agency during a biweekly pay period unless the appointing authority of each agency or such authority's designee certifies that the duties performed are outside the responsibility of the agency of principal employment, that the hours worked at each agency are documented and reviewed to preclude duplicate payment and that no conflicts of interest exist between services performed. No state employee who holds multiple job assignments within the same state agency shall be compensated for services rendered to such agency during a biweekly pay period unless the appointing authority of such agency or his designee certifies that the duties performed are not in conflict with the employee's primary responsibility to the agency, that the hours worked on each assignment are documented and reviewed to preclude duplicate payment, and that there is no conflict of interest between the services performed. Any dual employment arrangement that results in the necessity to pay overtime shall be approved in advance by the Commissioner of Administrative Services.

The employee must read and complete the following section after DAS approval is received and before working in the assignment:

I understand this dual employment assignment is approved until _____ (maximum six months) and is contingent upon no change in assigned work schedule, job duties, job title, or rate of pay in either position. I further understand my obligation to inform both agencies and that any such change will require a new Form CT-HR-25 and may result in a termination of assignment prior to the aforementioned date.

I understand I may be paid an (estimated) overtime rate of _____ in accordance with the above procedure. I further understand overtime while working in a dual employment assignment is based on hours actually worked.

I have reviewed the State Ethics Policy and certify no conflicts of interest exist.

Print Employee's Name _____ Employee's Signature _____ Date _____

APPENDIX I

Student Worker Pay Rates and Job Classifications

	Hourly Rate
Class I Position requiring no work experience or some experience and/or training sufficient to work at semi-skilled jobs not requiring supervisory responsibility; routine tasks such as desk receptionists or jobs of short duration such as assisting at special events.	\$ 9.60
	\$10.55
	\$11.52
Class II Position requires proven skills and/or technical knowledge with capability of assuming extra responsibilities such as supervision of others, data entry, or activity supervisor.	\$10.56
	\$12.00
	\$13.44
Class III Advanced position requiring skills and knowledge acquired through prior employment or class training in the appropriate area (minimum of two years). This class usually requires supervisory responsibilities or the ability to work independently on projects requiring specialized skills.	\$12.48
	\$13.76
	\$15.04
	\$16.32

Students who participate in off campus employment programs such as work study and community services may be compensated utilizing any of the pay rates noted above.

- **Effective Dates:**
 - If the pay increase form is submitted with original appointment documents the increase will be effective upon the student's new appointment.
 - If the pay increase form is not submitted in the manner described above, the increase will be effective the next available pay period for processing.
- No retroactive adjustments are made for a previously paid payroll.
- Return form to the Business Services, Marcus White Annex 006. An effective and prompt review of requests for adjustments is dependent upon accurate and complete justification forms. Please be sure to provide all requested information to facilitate prompt action on your request.
- Any increase in wage rates will affect your student help budget. We encourage you to assess the impact on your budget to ensure that funds are not over-expended.

Rev. Effective 12/25/2015

APPENDIX J

**STUDENT WORKER
PAY INCREASE JUSTIFICATION**

Student's Name: _____
Last First MI

CCSU ID Number: _____

Position Code: _____ Proposed Pay Rate: \$ _____ / hour

Date employed as a Student Worker in your department: ____ / ____ / ____

Student Worker class of pay requested: I II III *
(Circle One)

Summary of tasks and duties assigned to the Student Worker:

*For classification requests to Class III, please provide a statement verifying that the Student Worker has had two years of training or experience relevant to the Student Worker position to be held:

Supervisor's Printed Name Supervisor's Signature

Department Extension Date

Student Payroll Services Department Use Only

Authorized Approval Date