GOALS ANALYSIS  
46a-68-90  
August 1, 2017 through July 31, 2018

All activity that was undertaken to achieve the hiring, promotional, 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 the filling of positions is done in a non-discriminatory fashion and as a means of developing a representative pool of applicants and, ultimately, a workforce that 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 application materials, the university sends a letter acknowledging the receipt of their application. 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 developed, including a list of proposed committee members and advertisement outlets. In accordance with Affirmative Action Policy, at least one (1) member must be representative of a minority group. Additionally search committees are generally gender diverse. 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 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 Office of Diversity and Equity (ODE) must approve the composition of the search committee, the job announcement, and advertisement outlets prior to the start of the search. ODE must also approve the list of interviewees before interviews are scheduled, as well as the list of the candidates recommended for hire prior to an extension of an offer. Further, the committee is 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/HR/hiringprocess.html.) At the conclusion of the search, the committee will submit a list of recommended unranked candidates to the hiring manager.

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 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 s/he forwards 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](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](http://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 of Diversity and Equity Professionals listserv. Additionally, during this reporting period, CCSU maintained and utilized an extensive local recruitment list for many of classified searches not requiring examination (see external communication for a copy of this list).

**EXECUTIVE/ADMINISTRATIVE (EE01)**

<table>
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1. **Provost (C18-008)**

**Selection:** One (1) White male

Central Connecticut State University announces the search for a new Provost and invites expressions of interest, nominations, and applications. Central seeks an energetic and creative provost to collaborate with its recently hired president, Dr. Zulma Toro. The oldest public institution of higher education in Connecticut and the largest of its regional comprehensive universities, CCSU is in a very strong financial position and enjoys stable enrollments. It has a strong commitment to serve its students and the increasingly diverse region of which it is a part. Under Dr. Toro’s leadership, it is poised to grow both in size and in the effectiveness with which it fulfills its mission.

As chief academic officer, the provost is a key partner in academic decision-making, providing leadership in all academic matters and working collaboratively with deans, faculty, staff, and administration to further the University’s mission and vision. The new provost will provide leadership in a variety of areas, including learning assessment; student-success programs; general-education review; academic-program assessment and planning; reaccreditation; faculty hiring and development; and creating an environment in which faculty entrepreneurship, research, and creative activity will flourish. The ideal candidate will have a strong academic background; a history of successful academic leadership, including administrative experience at the level of dean or above; broad experience with the major issues and
challenges of academic affairs; and the ability to work collegially with students, faculty and staff, fellow administrators, and members of the wider community.

Central’s next provost will be a strong and proven academic leader who can make the case for liberal arts education and professional preparation, who has broad and successful experience dealing with the major issues and challenges of academic affairs, and who is comfortable working with a high degree of transparency and accountability in an environment of shared governance.

The ideal candidate will have:

- An academic record sufficient to warrant appointment as a full professor in one of Central’s academic departments
- Strong record of successful and innovative academic leadership, including administrative experience at the level of dean or higher
- An understanding of the type of student Central serves and strong commitment to the practice of student-centered education
- Thorough understanding of assessment and experience with successful assessment programs; experience with general education assessment and revision
- Experience increasing student success; demonstrated skills of financial management and planning
- A record of support for efforts to increase diversity and promote inclusion
- An understanding of fundraising and the ability to guide and support the deans in meeting their fundraising expectations
- Experience working in a public institution of higher education and commitment to shared governance and experience working in a collective-bargaining environment
- History of significant work with community groups and organizations
- Good communication and public relations skills
- A strong work ethic and high energy, and the highest integrity.

Advertisements and/or announcements were placed in the Chronicle of Higher Education, diversejobs.net, higheredjobs.com and Women in Higher Education.

Seventy-five (75) individuals applied for this position: Forty-three (43) White males; Eight (8) White females; Six (6) Black males; Two (2) Black females; Five (5) Hispanic males; Five (5) AAIAHNPI males; One (1) AAIAHNPI female; Four (4) Unknown males; and One (1) Unknown female.

Sixteen (16) applicants were determined to be not qualified: Seven (7) White males; Four (4) White females; Two (2) Black males; One (1) Black female; and Two (2) Unknown males.

- Of the four (4) White females, the first candidate did not have the academic background sufficient for appointment as a full professor and had no administrative experience at the level of Dean or above. The second and third White females did not have any administrative experience at the level of Dean or above. The fourth White female candidate did not have an academic background for appointment as a full professor.
- The Black female did not have the academic background for appointment as a full professor and no administrative experience at the level of Dean or above.

Forty-eight (48) applicants were found to be minimally qualified: Twenty-seven (27) White males; Four (4) White females; Four (4) Black males; One (1) Black female; Four (4) Hispanic males; Five (5) AAIAHNPI males; Two (2) Unknown males; and One (1) Unknown female.

- Of the four (4) White females, the first’s record of academic leadership does not include any experience with increasing student success, general education review and revision, and promoting
faculty excellence. The second White female’s record of academic leadership is limited, as she did not have experience with accreditation and with increasing student success. The third White female did not possess experience with assessment, general education review and revision, promoting faculty excellence, community involvement, shared governance in a collective bargaining environment, and increasing diversity and promoting inclusion. The fourth White female did not have experience with increasing student success, academic program planning & assessment, general education review and revision, community involvement, shared governance in a collective bargaining environment, and promoting diversity and inclusion.

- The Black female did not have experience in shared governance in a collective bargaining environment. Additionally, she has held three (3) administrative positions in six (6) years.
- Of the five (5) AAIAHNPI males, the first candidate withdrew from consideration. The second did not have experience with increasing student success, assessment, general education review and revision, accreditation, promoting faculty excellence, community involvement and shared governance in a collective bargaining environment. The third had no record of academic leadership experience in the areas of increasing student success, assessment, general education review & revision, accreditation, promoting faculty excellence, and shared governance in a collective bargaining environment. The fourth did not possess experience with shared governance in a collective bargaining environment and promoting faculty excellence. The fifth failed to detail his experience related to increasing student success, assessment, academic program planning and assessment, general education review & revision, promoting faculty excellence, shared governance in a collecting bargaining environment, and diversity and promoting diversity and inclusion.

Eleven (11) applicants were determined to be qualified and were considered finalists: Nine (9) White males; One (1) Hispanic male; and One (1) AAIAHNPI female.

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

- The selected White male met the required qualifications, i.e., experience with increasing student success, assessments, general education, accreditation, promotion of faculty excellence, community involvement, shared governance in a union environment and increasing diversity of students and faculty. Additionally he has more than 25 years of academic leadership experience as a Dean, a Provost, and Interim President. He interviewed well with the Search Committee based on the feedback from his interviews. The open forum was mainly positive but, contrary to the perception of the Search Committee, a few faculty noted a lack of specificity in his responses. His references described him as an experienced problem solver who approaches issues by focusing on the processes in place and applying them. They indicated he is data-driven, and understands and respects shared governance. In his interview, he demonstrated an understanding of accreditation and assessment that would enable him to lead the NEASC accreditation effort to a successful conclusion. During the open forum and other sessions with the university community, he was energetic, organized, and detail oriented. He has experience supervising both academic affairs and student affairs.

- The AAIAHNPI female withdrew her application from consideration.

2. Human Resources: Director of Employee & Labor Relations (C18-034)

Selection: One (1) Hispanic female

Central Connecticut State University is seeking an experienced human resources professional to administer a broad range of human resources functions. Reporting to the Chief Human Resources Officer, the Director manages and performs the delivery and administration of human resource programs and services including all faculty recruitment; benefits and compensation administration; as
well as assisting the Chief in addressing grievances and employee relations matters. Candidates are expected to be committed to multiculturalism and working with a diverse university community.

**Required Qualifications**

- Seven years’ related experience in human resources management in a unionized environment including recruitment, compensation, benefits, employee relations, labor relations, or a comparable combination of experience and training
- Demonstrated ability in the administration of human resources policies and procedures, employment laws and regulations, and multiple collective bargaining agreements (CBAs)
- Demonstrated ability to understand, interpret, apply, and advise on complex laws, regulations, and collective bargaining agreements affecting human resource management and labor relations
- Excellent research, organizational, and communication (interpersonal, oral and written) skills
- PC proficiency (Windows environment) including Microsoft Office Suite
- Attention to detail and problem solving ability
- Experience working with culturally diverse communities.

**Preferred Qualifications**

- Bachelor’s degree in human resource management, management, business or a closely related field and/or a professional HR certification
- Experience working in a human resources department in a public sector agency or higher education institution
- Working knowledge of the Core-CT system including data access and reporting.

Advertisements and/or announcements were placed in the CCSU website, Diversejobs.net, IPMA-HR CT Chapter Website, CADEP email distribution, and higheredjobs.com.

Fifty-one (51) individuals applied for this position: Twelve (12) White males; Seventeen (17) White females; Three (3) Black males; Eleven (11) Black females; One (1) Hispanic male; Four (4) Hispanic females; One (1) AAIAHNPI female; and Two (2) Unknown females.

Forty (40) applicants were determined to be not qualified: Eleven (11) White males; Thirteen (13) White females; Three (3) Black males; Seven (7) Black females; One (1) Hispanic male; Three (3) Hispanic females; One (1) AAIAHNPI female; and One (1) Unknown female.

- Of the thirteen (13) White females, ten (10) of the applicants had incomplete applications missing one or more documents, i.e., cover letters, references, resume. The eleventh, twelfth, and thirteenth candidates did not have seven (7) years related experience in human resources management.
- Of the seven (7) Black females, five (5) had incomplete applications, i.e., missing cover letters and references. The sixth and seventh did not have seven years related experience in human resources management.
- The AAIAHNPI female had an incomplete application, i.e., missing cover letter.

Five (5) applicants were found to be minimally qualified: Two (2) White females; Two (2) Black females; and One (1) Unknown female.

- Of the two (2) White females, the first had approximately 18 years of human resource management experience (resume identifies ‘partnering’ with others, training, and policy reviews); however, it was unclear if any of the experience was in a unionized environment as she did not address it in her materials. She had no experience working in public sector or higher education institutions, and no working knowledge of Core-CT. The second White female had seven (7) years of human resource
management in a unionized environment with an out-of-state municipality; however, she had no higher education human resources experience and no working knowledge of Core-CT.

- Of the two (2) Black females, the first had almost seven (7) years of human resource management experience in a unionized environment. While she had a bachelor’s degree in an unrelated area and labor relation experience, she has no experience in a public sector or higher education institution, and no working knowledge of Core-CT. While the second had nine (9) years of human resources management, she only had two (2) years’ experience working in a unionized environment and in the public sector. Additionally, her experience focused on consulting, policy, and training. She did not have a bachelor’s degree and no experience in higher education or working knowledge of Core-CT.

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

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

- The selected Hispanic female candidate met the required and preferred experience with 12 years as a state human resources manager and director with a State agency. Most recently, she worked at the Connecticut State Colleges and University System performing a full range of state human resources functions, i.e., recruitment, benefits, labor relations, and Core-CT entry and reporting. She has comprehensive working knowledge of college and university (SUOAF & AAUP) unclassified bargaining units as well as extensive knowledge of classified bargaining units. In her current position at the CSCU System office, she has responsibility for management of all labor relations activity (including grievance resolution) for community college unclassified and classified contracts as well as the State University SUOAF grievance process. She states that she has comprehensive experience of human resource functions gained from her prior experience with DMHAS, more specifically, as HR Director of the Southwest CT Mental Health Center in Bridgeport. During this period, she had oversight and responsibility for all classified human resource life cycle activities from recruitment to retirement, including chairing and serving on high level searches, e.g., CEO, Medical Director, Nurse Supervisors. She was fully versed in state labor relations processes and procedures with significant understanding of the NP-2, NP-3, NP-5, P-4, P-5, 1199, community college and university unclassified bargaining contracts (Congress, AFSCME, AFT, SUOAF & AAUP). As the System Office labor relations specialist, this candidate heard all college classified grievances (step two and below) and represented the community colleges with OLR for higher-level grievances. She also served as the college resource for both classified and unclassified contract interpretations, and participated in negotiations. This candidate has nurtured productive working relationships with classified and unclassified union representatives, making her a strong choice for this opportunity.

- Of the two (2) White females, the first withdrew from consideration. The second candidate met the required and preferred qualifications. She has over 10 years of experience as a human resources specialist in a Connecticut State agency including seven years of higher education experience specializing in both classified and unclassified labor relations. She has working knowledge of the AAUP unclassified contract as well as classified bargaining units. While her primary focus for the last 10 years has been labor relations, she stated that she has 'dabbled' in all other areas of human resources work including benefits administration and counseling; however, she has not processed employee retirement documents. Her knowledge of recruitment was limited to serving as a search panel member and she has almost no experience with position posting, JobAps, and with the SEBAC process. This candidate did not elaborate on her knowledge of Core-CT. While strong in her labor relations skills and abilities, her experience in the areas of recruitment, benefits administration and retirement processing are not to the level expected of a person working at this level.
• Of the two (2) Black females, the first candidate met the required and preferred experience with 16 years as a state human resources specialist performing a full range of state human resources functions, i.e., recruitment, benefits, classified labor relations, and Core-CT entry and reporting. She has experience with Connecticut classified bargaining units. During the in-person interview, she stated she considers herself a generalist and identifies herself as a team player with hands-on working knowledge of state benefits, classified recruitment, and compensation management. However, she admitted having limited knowledge of retirement processing. This candidate did not have experience in higher education and she was not familiar with the SUOAF or AAUP contracts. The second Black female candidate met the required and preferred experience with the exception of Core-CT. She has over four years’ experience as a state EEO specialist and human resources officer performing a diverse range of state human resources functions, i.e., recruitment, benefits, and labor relations with classified and unclassified positions. Her first state Human Resources position was as a human resources officer with a university where she provided generalist support to a number of assigned schools and departments, including staffing and assistance with labor relations issues for several years. During the last seven (7) years, she has been in the private sector where she has served as a human resource consultant. This candidate indicated that her current role is one of a strategic partner supporting and advising in areas of policy, workforce planning, training, analysis of metrics, and resolution of employee relations issues. She stated that she is knowledgeable in performing salary analyses, and providing benefits explanations. She does not have recent state human resources and labor relations experience. Her time away from state services demonstrated a lack of knowledge of recent changes within state services and benefits.

FACULTY

A. PROFESSOR

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<tbody>
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<tr>
<td>8 AAIANHNPI males</td>
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No hires occurred in this category.

B. ASSOCIATE PROFESSOR

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<td>2 Hispanic females</td>
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<tr>
<td>1 AAIANHNPI female</td>
<td>1 AAIANHNPI female</td>
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1. Associate Professor Accounting (C18-014)

Selection: One (1) Hispanic male

Advertisements and/or announcements were placed in the Chronicle of Higher Education, Diversejobs.net, higheredjobs.com, and online web posting with the American Accounting Association.

Thirty-seven (37) individuals applied for this position: Nine (9) White males; Three (3) White females; Four (4) Black males; One (1) Black female; Two (2) Hispanic males; Twelve (12) AAIANHNPI males; and Six (6) AAIANHNPI females.

Seven (7) applicants were determined to be not qualified: One (1) White male; Two (2) Black males; One (1) Black female; Two (2) AAIANHNPI males; and One (1) AAIANHNPI female.
Eighteen (18) applicants were found to be minimally qualified: Three (3) White males; Two (2) White females; One (1) Black male; One (1) Hispanic male; Eight (8) AAIANHNPI males; and Three (3) AAIANHNPI females.

Twelve (12) applicants were determined to be qualified and were considered finalists: Five (5) White males; One (1) White female; One (1) Black male; One (1) Hispanic male; Two (2) AAIANHNPI males; and Two (2) AAIANHNPI females.

The university was only able to fill one (1) of four (4) vacancies due to the following declinations: Two (2) White males, One (1) White female, and Two (2) AAIANHNPI males.

One (1) Hispanic male was hired for this position. This hire met the one (1) Hispanic male goal for the University, thus achieving all Hispanic male goals in the Associate Professor category.

C. ASSISTANT PROFESSOR

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<tr>
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1. Assistant Professor of Social Work (C18-016B)

Selection: One (1) White male

Advertisements and/or announcements were placed in CSWE, Chronicle of Higher Education, diversejobs.net, and higheredjobs.com.

Sixteen (16) individuals applied for this position: Three (3) White males; Six (6) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic female; One (1) AAIANHNPI male; and Two (2) AAIANHNPI females.

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

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

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

One (1) White male was hired for this position. This hire met the one (1) White male goal for the University, thus achieving all White male goals in the Assistant Professor category.

2. Assistant Professor of Psychological Sciences (C18-022)

Selection: One (1) White female

Advertisements and/or announcements were placed in Association for Psychological (APS Employment Network), Society for Neuroscience, Society for Teaching of Psychology discussion/job board/listserv, Psychology Academic job search, The Chronicle of Higher Education, Diversejobs.net, and the Higheredjobs.com.

Forty-Two (42) individuals applied for this position: Seventeen (17) White males; Ten (10) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; One (1) Hispanic female; Three (3) AAIANHNPI males; Three (3) AAIANHNPI females; Two (2) Unknown males; and Three (3) Unknown females.
Fourteen (14) applicants were determined to be not qualified: Six (6) White males; Three (3) White females; One (1) Black female; One (1) Hispanic female; One (1) AAIAHNPI female; One (1) Unknown male; and One (1) Unknown female.

Thirteen (13) applicants were found to be minimally qualified: Seven (7) White males; Four (4) White females; One (1) AAIAHNPI male; and One (1) Unknown male.

Fifteen (15) applicants were determined to be qualified and were considered finalists: Four (4) White males; Three (3) White females; One (1) Black male; One (1) Hispanic male; Two (2) AAIAHNPI males; Two (2) AAIAHNPI females; and Two (2) Unknown females.

One (1) White female declined the offer.

One (1) White female was hired for this position. This hire met the first of the four (4) White female goals for the University in the Assistant Professor category.

3. Assistant Professor & Director of Writing Center (C18-026)

Selection: One (1) White female

Advertisements and/or announcements were placed in MLA Job Information list, WPA, CCC Listservs and other composition-related distribution lists, The Chronicle of Higher Education, Diversejobs.net, and Higheredjobs.com.

Forty (40) individuals applied for this position: Fourteen (14) White males; Eighteen (18) White females; One (1) Black female; Two (2) AAIAHNPI males; Two (2) AAIAHNPI females; Two (2) Unknown females; and One (1) Unknown unknown.

Twenty-one (21) applicants were determined to be not qualified: Ten (10) White males; Six (6) White females; One (1) Black female; Two (2) AAIAHNPI females; and Two (2) Unknown females.

Seven (7) applicants were found to be minimally qualified: Two (2) White males; Four (4) White females; and One (1) Unknown unknown.

Twelve (12) applicants were determined to be qualified and considered finalists: Two (2) White males; Eight (8) White females; and Two (2) AAIAHNPI males.

One (1) White female declined the offer.

One (1) White female was hired for this position. This hire met the second of four (4) White female goals for the University in the Assistant Professor category.

4. Assistant Professor Criminology and Criminal Justice (C18-024)

Selection: One (1) White female

Advertisements and/or announcements were placed in American Society of Criminology, networking, Attendance at conference, and mailing lists (graduate alum), The Chronicle of Higher Education, Diversejobs.net, and Higheredjobs.com.

Thirty-seven (37) individuals applied for this position: Fourteen (14) White males; Nine (9) White females; One (1) Black male; One (1) Hispanic male; One (1) Hispanic female; Three (3) AAIAHNPI males; Five (5) AAIAHNPI females; One (1) Unknown male; and Two (2) Unknown females.

Nineteen (19) applicants were determined to be not qualified: Nine (9) White males; Three (3) White females; One (1) Black male; One (1) Hispanic male; One (1) Hispanic female; One (1) AAIAHNPI male; Two (2) AAIAHNPI females; and One (1) Unknown female.
Eleven (11) applicants were found to be minimally qualified: Five (5) White males; Two (2) White females; Two (2) AAIANHNPI males; One (1) AAIANHNPI female; and One (1) Unknown female.

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

One (1) White female declined the offer.

One (1) White female was hired for this position. This hire met the third of four (4) White female goals in the University in the Assistant Professor category.

5. Assistant Professor, Educational Leadership (C18-025)

Selection: One (1) White female

Advertisements and/or announcements were placed in UCEA job postings, Distribution of position announcement at conferences, distribution through individual professional networks, distribution through strategic mailings to department leaders of highly relevant programs, The Chronicle of Higher Education, Diversejobs.net, and Higheredjobs.com.

Forty-two (42) individuals applied for this position: Twelve (12) White males; Fifteen (15) White females; Two (2) Black males; Four (4) Black females; Two (2) Hispanic males; Two (2) AAIANHNPI males; One (1) AAIANHNPI female; One (1) Unknown male; One (1) Unknown female; and Two (2) Unknown unknowns.

Thirty-two (32) applicants were determined to be not qualified: Ten (10) White males; Ten (10) White females; Two (2) Black males; Two (2) Black females; One (1) Hispanic male; Two (2) AAIANHNPI males; One (1) AAIANHNPI female; One (1) Unknown male; One (1) Unknown female; and Two (2) Unknown unknowns.

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: One (1) White male; Two (2) White females; Two (2) Black females; and One (1) Hispanic male.

One (1) White female was hired for this position. This hire met the last of four (4) White female goals for the University, thus fulfilling all the White female goals in the Assistant Professor category.

6. Assistant Professor of Social Work (C18-015)

Selection: One (1) Hispanic male

Advertisements and/or announcements were placed in CSWE, The Chronicle for Higher Education, Diversejobs.net, and Higheredjobs.com.

Seventeen (17) individuals applied for this position: One (1) White male; Eight (8) White females; One (1) Black male; One (1) Black female; Three (3) Hispanic males; One (1) Hispanic female; One (1) AAIANHNPI male; One (1) AAIANHNPI female.

Twelve (12) applicants were determined to be not qualified: One (1) White male; Four (4) White females; One (1) Black male; One (1) Black female; Two (2) Hispanic males; One (1) Hispanic female; One (1) AAIANHNPI male; and One (1) AAIANHNPI female.

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

Five (5) applicants were determined to be qualified and were considered finalists: Four (4) White females and One (1) Hispanic male.
One (1) White female declined the offer.

**One (1) Hispanic male was hired for this position.** The selected Hispanic male met one of two (2) Hispanic male goals for the University for the Assistant Professor category.

7. **Assistant Professor Mathematics Education (C18-029)**

**Selection:** One (1) White female

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 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 2018. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required qualifications**

- Ph.D. or Ed.D. in mathematics, mathematics education, or related field that includes substantial mathematics (ABD candidates will be considered if doctorate is completed by June 2018.)
- At least three (3) years as a practicing K-12 educator in mathematics
- Evidence of effective teaching of Secondary Mathematics
- Understanding of the implementation of Common Core State Standards for Mathematics
- Evidence of potential for scholarly productivity
- Effective written communication skills
- Knowledge of a broad range of mathematics education research and teaching strategies
- Commitment to serving culturally, ethnically, and linguistically diverse communities

**Preferred qualifications**

- Five (5) years or more as a practicing K-12 educator in mathematics
- Successful teaching experience in higher education
- Experience in using technology in higher education and/or K-12 to increase student learning
- Strong academic record in mathematics
- Knowledge of strategies of preparing pre-service teachers to teach in culturally relevant ways

Advertisements and/or announcements were placed in **NCTM Website, mathjobs.org, AMTE Job Listings, The Math Forum, JERRY-P-BECKER-MTE-L@listserv.siu.edu, The Chronicle of Higher Education, Diversejobs.net, and Higheredjobs.com.**

**Forty-one (41) individuals applied for this position:** Nine (9) White males; Thirteen (13) White females; Two (2) Black males; Three (3) Black females; Two (2) Hispanic females; Seven (7) AAIAANHNPI males; Three (3) AAIAANHNPI females; One (1) Unknown female; and One (1) Unknown unknown.

**Thirty-six (36) applicants were determined to be not qualified:** Nine (9) White males; Ten (10) White females; Two (2) Black males; Three (3) Black females; One (1) Hispanic female; Seven (7) AAIAANHNPI males; Two (2) AAIAANHNPI females; One (1) Unknown female; and One (1) Unknown unknown.
• Of the two (2) AAIANNPI females, the first had an incomplete application, i.e., missing references and the second did not provide evidence of effective teaching of secondary mathematics.

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

• The AAIANNPI female met all of required and preferred qualifications; however, she had no working knowledge of teaching expectations, laws, and requirements in the U.S. as she has only taught outside the U.S. This position will be preparing teachers for K-12 teaching in the U.S.

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

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

• The selected White female met all required and preferred qualifications, including twelve (12) years of secondary mathematics teaching experience, and a bachelor’s degree in mathematics, and twenty-five (25) graduate credits in mathematics. During the interview, she demonstrated a great deal of knowledge of secondary mathematics content and pedagogy. In her answers, she addressed ideas within the Common Core State Standards and the use of technology in instruction. She discussed her research, which focuses on studying secondary students’ mathematical thinking and problem-solving strategy development, and how she would be able to incorporate what she has discovered into secondary mathematics methods courses that involve fieldwork. When asked about how she prepares pre-service teachers to teach in culturally relevant ways, she responded, "...that it is important to have sensitivity to how students might interpret questions and that motivation can change students’ approach and ability to engage in mathematics." Her teaching interests include secondary mathematics methods courses and pure mathematics courses as well as student teacher supervision. Her sample lesson was well prepared, well delivered, and appropriate for CCSU students. It contained substantial mathematics demonstrating modeling in mathematics. Each of the applicant's references strongly recommended her, with one from her doctoral program stating, "Everything she has done for us has been exceptional.” In addition to her secondary teaching experience, she has supervised secondary student teachers, and has taught secondary mathematics methods, finite mathematics, pre-calculus, and intermediate algebra at the college level. She is presently completing her doctoral dissertation, has one paper published in 2017, and has an additional paper and a book chapter accepted for publication. She also has two (2) peer-reviewed presented papers, one in 2017, and the other in 2016.

8. Assistant Professor of Literacy, Elementary, and Early Childhood Ed. (C18-017)

Selection: One (1) Black female

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Literacy, Elementary, and Early Childhood Education. The successful candidate will teach undergraduate and graduate courses in early childhood studies and infant/toddler mental health and elementary education in related areas of expertise; coordinate field and practicum placements for candidates; supervise candidates in field and practicum experiences; engage in academic advising; and contribute to the program and department, through activities related to accreditation, recruitment and retention, programmatic work, and other program and departmental needs. The successful candidate will 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./Ed.D. in child development, early childhood or curriculum and instruction with early childhood and/or infant/toddler mental health concentration. The completion of a doctorate is required by the time of appointment.
• Evidence of teaching effectiveness in graduate- or undergraduate-level courses
• Record of scholarship and professional impact in the field of early childhood studies and/or infant/toddler mental health
• Professional experience working collaboratively with state- or federally-funded agencies, schools, or community partners serving families especially with infant/toddler and/or young children in diverse settings
• Commitment to serving culturally, ethnically, and linguistically diverse communities
• Excellent verbal and written communication skills

Preferred Qualifications

• Evidence of an intensive focus on birth-8 care and education including one (1) or more expertise in the following areas: early childhood special education, early intervention, and community-based education
• Evidence of successful grant writing, program assessment, and program coordination
• Strong background in literacy
• Demonstrated knowledge of the National Association for the Education of Young Children (NAEYC) professional standards and accreditation process

Advertisements and/or announcements were placed in the Chronicle of Higher Education, Diversejobs.net, higheredjobs.com, Early Childhood programs/departments in higher education, and Early Childhood and/or Infant/Toddler Mental Health Conferences.

Seventeen (17) individuals applied for this position: Six (6) White females; Four (4) Black females; One (1) Hispanic female; One (1) AAIAHNPI male; Four (4) AAIAHNPI females; and One (1) Unknown female.

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

• The AAIAHNPI female’s Ph.D. was in educational psychology, a discipline not considered a closely related field for this department. Additionally in her cover letter, she applied for another position, i.e., Assistant Professor position in reading and developmental education, not currently a position advertised by the university.

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

Eight (8) applicants were determined to be qualified and were considered finalists: Two (2) White females; Two (2) Black females; One (1) AAIAHNPI male; and Three (3) AAIAHNPI females.

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

• The selected Black female met the required qualifications and three (3) preferred, i.e., evidence of an intensive focus on birth-8 care and education, including one or more expertise in the following areas: early childhood special education, early intervention, community-based education, grant writing experience and experience with NAEYC. At her current institution, she is a tenured professor in the Department of Early Childhood/Childhood Education, Director of Early Childhood/Childhood Annual Summer Program, and has been Chair of the Division of Education since 2013. In this position, her current Provost charged her to revise and redesign the early childhood program and to work with faculty on a team addressing NAEYC standards for accreditation. These leadership
qualities are necessary for someone taking the reins of the newly founded early childhood program here at CCSU, and the committee believes this applicant will do well in this area, particularly since she is currently working in an area similar to that of the central Connecticut region. In addition, this candidate has been a student teacher supervisor and indicated she has established contact with surrounding schools and districts to help build connections and field placements for her students. She noted that CCSU has outreach to New Britain, and she would like to continue to grow this in early childhood. Conjointly, she explained and addressed in her curriculum vitae and cover letter that she has worked extensively with outreach in her area. As the program begins to grow, this type of networking and finding field placements will be crucial as will growing the program by recruiting students into the program. When it comes to early childhood education related to her scholarship and research, the applicant noted she wishes to continue to look at how STEM can begin at the early childhood level; she showed how she has worked with four (4) and five (5) year olds on a STEM project. Additionally, she taught a 45-minute lesson to EDEL 420 students at CCSU and the students rated her as outstanding. Many students praised her enthusiasm and knowledge of the subject--addressing the class' readings for the week focusing mainly on culturally relevant pedagogy, including Funds of Knowledge, and her activity directly addressed this topic. Search committee members found her knowledge of the topic to be great and her ways with the students to be natural as she called them by name and reviewed what they said in small groups and connected back to the readings and overall topic. Further, her references included a former dean, former colleague who worked with her at her current institution, and her former dissertation advisor. All spoke highly of the applicant’s abilities to work with many different groups of people, reach out to community members, and a commitment to the program, department, university, and community in which she was working and placing students. Taken together, all of these areas demonstrate her strength and potential ability to be successful in the position as CCSU grows the program.

- Of the three (3) AAIANHNPI females, the first candidate met all required qualifications and only one (1) preferred, i.e., evidence of an intensive focus on birth-8 care and education including one or more expertise in the following areas: early childhood special education, early intervention, community-based education. She has experience with NCATE accreditation. When it came to her teaching EDEL 420 students at CCSU, students praised her manner and enthusiasm with the topic. Further, the applicant's references spoke to her ability to work well with others and in the community; however, none of them could address her coordination skills, as she provided no supervisors as references. During the interview, it became apparent that this candidate’s limited experience in a rural setting might be a hindrance to their success in a diverse urban setting and her ability to meet the needs of CCSU’s diverse student populations. The second non-selected AAIANHNPI female candidate met all required qualifications and two preferred, i.e., evidence of an intensive focus on birth-8 care and education including one or more expertise in one of areas listed in the advertisement. While the candidate has experience teaching at the college level, she has no experience with program coordination and no experience with infant/toddler mental health concentration. The third non-selected AAIANHNPI female candidate met all required qualifications and the expertise in one of areas listed. During the phone interview, she reported that her teaching experience in this area was limited to serving as a teaching assistant. Her professional college teaching experience was outside the field of early childhood studies. Additionally, she has no experience with and limited knowledge of program coordination and accreditation process, which are both preferred qualifications that are instrumental in this position.

9. Assistant Professor-Department of Chemistry & Biochemistry (C18-011)

Selection: One (1) Hispanic female
Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Chemistry & Biochemistry. The successful candidate will teach undergraduate courses in chemistry, biochemistry, and toxicology 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 Chemistry, Biochemistry, or Pharmacology
- Ability to teach undergraduate biochemistry lecture and lab courses
- Excellent communication skills
- Commitment to serving culturally, ethnically, and linguistically diverse communities

**Preferred Qualifications**

- Evidence of scholarly activity including but not limited to presentations at local and national meetings & publications in peer-reviewed scientific journals
- Experience teaching and mentoring undergraduate students
- A proposed research program appropriate for our students and facilities that complements current faculty expertise

Advertisements and/or announcements were placed in Higheredjobs.com, The Chronicle of Higher Education, Diversejobs.net, and emails to local (CT) Chemistry/biochemistry chairs at local universities.

**Forty-five (45) individuals applied for this position:** Seven (7) White males; Eight (8) White females; Three (3) Black males; One (1) Hispanic male; Two (2) Hispanic females; Eleven (11) AAIAHNPPI males; Ten (10) AAIAHNPPI females; Two (2) Unknown females; and One (1) Unknown unknown.

**Twenty-two (22) applicants were determined to be not qualified:** Four (4) White males; Four (4) White females; Three (3) Black males; Five (5) AAIAHNPPI males; Four (4) AAIAHNPPI females; and Two (2) Unknown females.

- Of the four (4) AAIAHNPPI females, the first and second did not have a Ph. D. in Chemistry, Biochemistry, or Pharmacology; the third did not have a Ph. D.; and the fourth had an incomplete application (i.e., did not provide a research proposal).

**Sixteen (16) applicants were found to be minimally qualified:** One (1) White male; One (1) White female; One (1) Hispanic male; One (1) Hispanic female; Five (5) AAIAHNPPI males; Six (6) AAIAHNPPI females; and One (1) Unknown unknown.

- The Hispanic male did not meet the teaching requirement as he had only conducted one-day lectures, and his teaching experience was limited to serving as a teaching assistant.
- Of the six (6) AAIAHNPPI females, the first, second and third applicants did not meet the ability to teach undergraduate biochemistry lecture and lab courses as their teaching experience was in organic chemistry. The fourth did not meet the research qualification as her area was in synthetic organic chemistry, not biochemistry. The fifth submitted a research proposal without detail and had limited teaching experience as she had only taught smaller classes, i.e., 12 students and 20 students. The sixth submitted a research proposal that was not compatible with CCSU’s facility standards as her research required equipment that the department could not financially support. Additionally, she had no teaching experience.
Seven (7) applicants were determined to be qualified and were considered finalists: Two (2) White males; Three (3) White females; One (1) Hispanic female; and One (1) AAIAANHPI male. No goal candidates remained in the finalist pool.

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

- The selected Hispanic female met the required qualifications and all preferred qualifications, i.e., her research proposal and scholarly activity is appropriate for a primarily undergraduate institution (PUI); she has experimental background in biochemistry; and, she has a compatible teaching load background as she had taught full-time at a state university for more than one year. She detailed her desire to work and teach at a predominately-undergraduate institution. Her proposed research aligns with current department faculty and instrumentation, and she would not need any additional equipment or resources to begin creative activity at CCSU. She was the only finalist who explicitly stated they would use major instrumentation acquired through NSF grants, i.e., X-ray diffractometer. This candidate has taught courses within the field of biochemistry and chemistry and exhibited the most background, expertise, and flexibility to teach a myriad of courses in the department. Her background in pharmacology will provide expertise not currently available amongst the faculty in chemistry and biochemistry. She also has established connections with other local institutions to provide supplementary access to equipment and research expertise. After her seminar, faculty and undergraduate students specifically cited clarity of presentation of complex biochemical material. She included extensive hands-on experience with many different types of instrumentation that will enrich biochemistry lab experiences for students. Her research is appropriate for undergraduate research.

10. Assistant Professor Economics (C18-013)

Selection: One (1) Hispanic female

The Department of Economics at Central Connecticut State University (CCSU) seeks applicants for a tenure-track position at the Assistant Professor level beginning August 2018. Responsibilities include teaching introductory and upper-division courses, engaging in scholarly research leading to refereed publications, serving on departmental and university committees, advising students, and participating in allied professional activities as outlined in the Department’s Promotion and Tenure Guidelines. Candidates are expected to be committed to multiculturalism and working with a diverse student body. Candidates are also expected to have familiarity/experience with the internship process and to have (or be willing to establish) professional relationships with local businesses and government agencies (those without existing relationships are expected to have a plan for how these relationships will be established).

Required Qualifications

- Doctoral degree in Economics or related field by the time of appointment, with primary specialization in Money and Banking (JEL Code E3, E4, or E5)
- Commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications

- A secondary specialization in Econometrics (with a focus on quantitative methods common to Macroeconomics) or International Economics
- Evidence of demonstrated effectiveness in teaching as a primary instructor at the undergraduate level, scholarly research, and professional activity commensurate with experience
Advertisements and/or announcements were placed in *The Chronicle of Higher Education, diversejobs.net, American Society of Hispanic Economics, National Economic Association, Jobs Openings for Economists*, and *higheredjobs.com.*

**One hundred and two (102) individuals applied for this position:** Thirty (30) White males; Thirteen (13) White females; Nine (9) Black males; Two (2) Black females; Five (5) Hispanic males; One (1) Hispanic female; Twenty-five (25) AAIANHNPI males; Ten (10) AAIANHNPI females; Six (6) Unknown males; and One (1) Unknown female.

**Eighty-one (81) applicants were determined to be not qualified:** Twenty (20) White males; Ten (10) White females; Seven (7) Black males; One (1) Black female; Five (5) Hispanic males; Twenty-three (23) AAIANHNPI males; Ten (10) AAIANHNPI females; and Five (5) Unknown males.

- Five (5) Hispanic males and ten (10) AAIANHNPI females did not have specialization in money or banking in their research.

**Seven (7) applicants were found to be minimally qualified:** Five (5) White males; One (1) White female; and One (1) Unknown female. **No goal candidates in this pool.**

**Fourteen (14) applicants were determined to be qualified and were considered finalists:** Five (5) White males; Two (2) White females; Two (2) Black males; One (1) Black female; One (1) Hispanic female; Two (2) AAIANHNPI males; and One (1) Unknown male. **No goal candidates remained in the finalist pool.**

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

- The selected Hispanic female’s primary focus of research is money and banking related. She has a Doctoral degree in a related field obtained in May 2017. The applicant has nine (9) years of teaching experience including one (1) year as a visiting assistant professor at Central Connecticut State University teaching money and banking. She has an appropriate research plan including five (5) papers in the field of money and banking and five (5) conference presentations in the area. She also has a solid, action-oriented plan for an internship in economics program. During the interview, she indicated that she would hold workshops with students and utilize strong industry connections to begin implementation of an internship initiative. The information provided by her teaching evaluations indicates she is enthusiastic about teaching and advising undergraduate students. Her teaching and research interests are in the area of money and banking, the primary field for the position the Economics Department is looking to fill.

11. **Assistant Professor Manufacturing & Construction Management (C18-027)**

**Selection:** One (1) AAIANHNPI male

Central Connecticut State University invites applications for a full-time, tenure-track position as an Assistant Professor in the Manufacturing & Construction Management department. The successful candidate will teach undergraduate and graduate courses in Construction Management 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 Ph.D. or doctorate in Construction Management, Civil Engineering, Architecture or a closely related field (ABD candidates considered if doctorate will be completed by June 2018.)
- Two (2) years’ professional work experience in the construction industry
- Excellent oral and written communication skills
- Commitment to serving culturally, ethnically, and linguistically diverse communities

**Preferred Qualifications**

- Evidence of scholarly activity including peer-reviewed publications and funded grant activity
- Five (5) years’ professional work experience in the US construction industry
- Teaching experience at the university level
- Capable of teaching a variety of construction management subjects and demonstrated expertise in one or more of the following areas: surveying, building systems, field operations, project management, construction law, or BIM

Advertisements and/or announcements were placed in the *Chronicle of Higher Education*, *Higheredjobs.com*, *ACCE, ETD Listserv, and Diversejobs.net*

**Thirty (30) individuals applied for this position:** Twelve (12) White males; Two (2) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; Nine (9) AAIANHNPI males; Three (3) AAIANHNPI females; and One (1) Unknown male.

**Twenty-one (21) applicants were determined to be not qualified:** Six (6) White males; Two (2) White females; One (1) Black male; One (1) Black female; One (1) Hispanic male; Six (6) AAIANHNPI males; Three (3) AAIANHNPI females; and One (1) Unknown male.

- The Hispanic male did not meet the degree requirements, i.e., no Ph.D./ABD.
- Of the three (3) AAIANHNPI females, the first and second candidates did not have work experience in the construction industry and the third candidate submitted an incomplete application, i.e., no letter from advisor, and she applied for a different position than the one advertised.

**One (1) applicant was found to be minimally qualified:** One (1) White male.

**Eight (8) applicants were determined to be qualified and were considered finalists:** Five (5) White males and Three (3) AAIANHNPI males. No goal candidates remained in the finalist pool.

**One (1) AAIANHNPI male was hired for this position.**

- The selected AAIANHNPI male met all of the required qualifications. He has a record of industry experience in the field. His teaching record is very strong, and his scholarly activity meets the requirements of the position. His expertise is in an area of need for the department.

**12. Assistant Professor of Statistics/Actuarial Science (C18-028)**

**Selection:** One (1) AAIANHNPI male

Central Connecticut State University invites applications for a full-time, tenure-track position in the Mathematical Sciences department. The successful candidate will teach undergraduate and graduate courses in actuarial science and statistics as well as 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 actuarial science, statistics, or a related field
• Potential for excellence in teaching actuarial science and statistics classes
• Evidence of research potential in actuarial science and/or statistics
• Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

• Evidence of scholarly activity such as publishing in an academic journal or academic conference proceeding
• Interest and progress in pursuing professional designation in actuarial science through actuarial examinations
• Teaching experience in actuarial science and statistics classes such as mathematical statistics, actuarial models, and material from the SOA/CAS exams


Thirty-one (31) individuals applied for this position: Four (4) White males; Four (4) White females; One (1) Black male; Two (2) Hispanic males; Twelve (12) AAIAANHNPI males; Seven (7) AAIAANHNPI females; and One (1) Unknown male.

Twenty-five (25) applicants were determined to be not qualified: Four (4) White males; Four (4) White females; One (1) Hispanic male; Nine (9) AAIAANHNPI males; Six (6) AAIAANHNPI females; and One (1) Unknown male.

• The Hispanic male submitted an incomplete application, i.e., missing resume.
• Of the six (6) AAIAANHNPI females, the first and second candidates did not provide any evidence of teaching excellence potential in actuarial science. The third, fourth, and fifth candidates did not meet the degree requirement, i.e., no Ph.D. The sixth candidate provided no evidence of research potential in actuarial science or statistics.

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

• The AAIAANHNPI female met the required qualifications and preferred qualifications, i.e., Ph. D. and M.S. in math, B.S. in math education, passed two (2) Society of Actuaries (SOA) exams, and taught statistics. However, she has not taught actuarial courses and does not have solid research plans as she has only one (1) publication since 2009.

Four (4) applicants were determined to be qualified and were considered finalists: One (1) Hispanic male and Three (3) AAIAANHNPI males.

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

• The selected AAIAANHNPI male has a Ph.D. in biostatistics, an MS in statistics, and a BS in actuarial science, and he met all the preferred qualifications. He has five (5) years of teaching experience in this area and two (2) years of work experience with actuarial science. He also passed the MLC (Models of Life Contingencies), MFE (Models for Financial Economics), Courses 1, and 2 SOA exams. He has an appropriate research activity/plan with three publications and his research interests in biostatistics fits well with some of the faculty in our department. He asked thoughtful questions...
about and showed a clear interest in the actuarial program, the statistics group, the Math Department, and CCSU.

- The **Hispanic male** met the required and the preferred qualifications, i.e., taught six (6) years in statistics and actuarial, has five (5) years' experience in insurance and related areas. However, he has not passed the SOA exams and does not have a comprehensive research agenda as he only has one (1) publication. While he has three years’ experience working as an actuary as well as working for the insurance industry and worker's compensation, these positions were not in North America. During his interview, he discussed the process for becoming an actuary and discussed how he was not required to take examinations. However, in North America, actuaries are required to pass the SOA/CAS (Casualty actuarial Society) examinations. A primary focus of CCSU's program is preparing students for these examinations, which this candidate has no experience. Based on this, the search committee did not believe his experience aligned with the department's needs.

13. **Assistant Professor of Biology (C18-010)**

**Selection:** One (1) AAIAANHNPI male

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Biology. The successful candidate will have the following responsibilities: 1) teach upper-level courses in human anatomy and physiology; 2) develop and teach upper-level courses that are health-related and that supplement existing courses offered by the Department; 3) teach introductory/intermediate-level biology courses; 4) develop a research program appropriate for the participation of undergraduate and Master’s level students; and, 5) participate in the Doctorate of Nurse Anesthesia Program (DNAP). Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**

- Ph.D. (or equivalent) in Biology or related discipline. The completion of a doctorate is required by the time of application
- Candidate is capable of meeting all responsibilities listed above
- College-level teaching experience
- Demonstrated commitment to serving culturally, ethnically, and linguistically diverse communities

**Preferred Qualifications:**

- Area of expertise is cardiovascular and/or pulmonary physiology
- Teaching experience includes all aspects of course preparation and full course responsibility for the entire academic term, i.e., experience beyond teaching assistantships and guest lectures
- College teaching experience in both lower-level and upper-level biology courses
- Broadly trained biologist

Thirty-three (33) individuals applied for this position: Thirteen (13) White males; Three (3) White females; One (1) Black male; Three (3) Hispanic males; Eight (8) AAIAANHNPI males; Two (2) AAIAANHNPI females; One (1) Unknown male; and Two (2) Unknown females.

Nineteen (19) applicants were determined to be not qualified: Seven (7) White males; Two (2) White females; One (1) Black male; Two (2) Hispanic males; Five (5) AAIAANHNPI males; One (1) AAIAANHNPI female; and One (1) Unknown female.

- Of the two (2) Hispanic males, the first candidate submitted an incomplete application, i.e., missing cover letter and transcripts, and the second candidate did not address his research plan in his application.
- The AAIAANHNPI female submitted an incomplete application, i.e., missing CV and references.

**Four (4) applicant was found to be minimally qualified:** One (1) White male; One (1) Hispanic male; One (1) AAIAANHNPI male; and One (1) Unknown female.

- The Hispanic male met all required qualifications; however, his primary area of research is cartilaginous fish, not an area of need for the DNAP.

**Ten (10) applicants were determined to be qualified and considered finalists:** Five (5) White males; One (1) White female; Two (2) AAIAANHNPI males; One (1) AAIAANHNPI female; and One (1) Unknown male.

The offer was extended to one (1) White male, who declined the offer.

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

- The selected AAIAANHNPI male met the required qualifications and two (2) preferred qualifications, i.e., expertise in pulmonary physiology, and more than three (3) years of experience teaching lower-level Biology courses. He is comfortable teaching human anatomy & physiology as he has taught it to both undergraduates and nursing students. His diversity statement addressed the needs of CCSU’s diverse student body. In his interview, his response demonstrated enthusiasm about service to the University, particularly in the areas of student advising and mentoring.

- The AAIAANHNPI female met the required and the preferred qualifications, i.e., full time teaching experience including upper and lower courses; however, primarily trained in molecular biology and biochemistry. Additionally, she had almost no experience in teaching system-level physiology. She had a comprehensive research plan. Although willing to teach human anatomy & physiology, she had no recent experience with teaching it and did not seem to be presently prepared to teach it as she had only taught chemistry courses.

**Coaching**

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1. **Coach- Athletics: Assistant Men’s Basketball Coach (C18-051)**

**Selected:** One (1) Black male

Advertisements and/or announcements placed in NCAA.com.

**Sixty-five (65) individuals applied for this position:** Twenty-eight (28) White males; Thirty-one (31) Black males; Three (3) Hispanic males; One (1) AAIAANHNPI male, and Two (2) Unknown males.

**Forty-six (46) applicants were determined to be not qualified:** Twenty-two (22) White males; Twenty-one (21) Black males; Two (2) Hispanic males, and One (1) AAIAANHNPI male.

**Twelve (12) applicants were found to be minimally qualified:** Five (5) White males; Five (5) Black males; One (1) Hispanic male; and One (1) Unknown male.

**Seven (7) applicants were determined to be qualified and were considered finalists:** One (1) White male; Five (5) Black males; and One (1) Unknown male.
One (1) Black male was hired for this position. This hire met the first Black male goal for the University in the coaching category.

2. 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 hire met the second and final Black male goal for the University in the coaching category.

3. Assistant Football Coach: Offensive Line (C18-052)

Selected: One (1) White male

Central Connecticut State University invites application for Assistant Football Coach (Offensive Line) in the Department of Intercollegiate Athletics. The successful candidates will be responsible for assisting in the organization and administration of all aspects of the football 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 a strong sense of 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.

Central Connecticut is an NCAA Division I institution competing in the Football Championships subdivision as a full member of the Northeast Conference and is eligible for the NEC’s automatic qualification to the NCAA FCS playoffs. CCSU currently supports 360 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 of Science/Art degree
- An understanding of NCAA rules compliance
- Three (3) years of Division I coaching experience
- Five (5) years of coaching offensive line
- Recruiting experience

Preferred Qualifications

- Five (5) years – Northeast Recruiting Experience (ME, NH, MA, CT, NY, NJ)
- Prior experience with recruiting, skill instruction, practice/game plan development, and administrative responsibilities in the sport of football
- Excellent organization and communication skills
- Master’s degree
- Offensive coordinator experience at Division I or Division II level

Advertisements and/or announcements placed in DAS website; NCAA News website; NACDA, professional network seeking referrals.

Twenty (20) individuals applied for this position: Twelve (12) White males and Eight (8) Black males. There were no goals in the applicant pool.
Seventeen (17) applicants were determined to be not qualified: Nine (9) White males and Eight (8) Black males.

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

Three (3) applicants were determined to be qualified and considered finalists: Three (3) White males.

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

- The selected White male met the required qualifications and the following preferred qualifications, i.e., five (5) years northeast recruiting experience, prior experience with recruiting/skill instruction/game plan development, excellent organization and communication skills, master’s degree, offensive coordinator experience. He has coached offensive line at the Division 1 level for many years and has a proven record of accomplishment of success at the D-1 level. His record of success includes team success (conference championships), unit success (high statistical rankings), and individual player success (multiple all-conference players). The applicant has recruited New England, New York, New Jersey and Eastern PA at this two previous two D-1 schools. His extensive recruiting experience in the areas that CCSU does the majority of its recruiting means that he will be able to hit the ground running, utilizing his many relationships with high school coaches to help attract talented players. In his interview with the head football coach and the offensive coaching staff, it was very clear the applicant’s offensive philosophy would be in line with the current staff.

4. Assistant Football Coach

Selection: One (1) White male

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

PROFESSIONAL/NON-FACULTY

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<td>5</td>
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1. Assistant to the Director of Residence Life/Resident Director (C18-044)

Selection: One (1) Black male

Advertisements and/or announcements were placed in Chronicle of Higher Ed-web posting, diversejobs.net, and higheredjobs.com, and share with housing colleagues.

Fifty-seven (57) individuals applied for this position: Seventeen (17) White males; Ten (10) White females; Nine (9) Black males; Nine (9) Black females; Five (5) Hispanic males; Four (4) Hispanic females; One (1) AAIANHNPI male; and Two (2) AAIANHNPI females.

Forty-four (44) applicants were determined to be not qualified: Thirteen (13) White males; Seven (7) White females; Six (6) Black males; Nine (9) Black females; Four (4) Hispanic males; Three (3) Hispanic females; One (1) AAIANHNPI male; and One (1) AAIANHNPI female.

- The AAIANHNPI male and the AAIANHNPI female did not meet the two years’ experience requirement.

Zero (0) applicants were found to be minimally qualified.
Thirteen (13) applicants were determined to be qualified and were considered finalists: Four (4) White males; Three (3) White females; Three (3) Black males; One (1) Hispanic male; One (1) Hispanic female; and One (1) AAIANHNPI female.

One (1) White male and one (1) White female declined the offers. Of the three (3) vacancies, the university filled one.

One (1) Black male was hired for this position. This hire met the one (1) Black male goal for the University in the professional non-faculty category.

2. Assistant Dean of Graduate Studies

Selection: One (1) White female

This position moved from part-time to full-time during the reporting period. The incumbent was already serving in the part-time status and was reassigned to full-time with the position change. There were no other candidates.

3. Assistant Bursar (internal search)

Selection: One (1) White female

This position was filled via an internal recruitment. Per the State University Organization of Administrative Faculty (SUOAF) CBA, this position was advertised internally to all statewide members.

Four (4) individuals applied for this position: Three (3) White females and One (1) Unknown female. There were no goal candidates in the pool.

Three (3) applicants were determined to be not qualified: Two (2) White females and One (1) Unknown female.

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

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

The selected White female met the required qualifications for the position. She has experience with the TouchNet payment portal, Banner and Hyperion platforms.

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

4. Director of Student Disability Services (Internal Search)

Selection: One (1) White female

This position was filled via an internal SOUAF recruitment. Per the State University Organization of Administrative Faculty (SUOAF) CBA, this position was advertised internally to all statewide members.

Three (3) individuals applied for this position: Three (3) White females. There were no goal candidates in the applicant pool.

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

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

Three (3) applicants were determined to be qualified and were considered finalists: Three (3) White females.

One (1) White female was hired for this position.
• The White female met all the required qualifications for the position. She has a Master’s degree in Educational Rehabilitation Counseling and seven (7) years’ experience in Disability Services at a state university in Connecticut.

5. Assistant Director of Recruitment and Admissions (C17-039)

Selection: One (1) White male

Central Connecticut State University invites applications for a full-time, Assistant Director in the Office of Recruitment and Admissions. The successful candidate will recruit, advise, and counsel incoming students regarding University programs, admission requirements, procedures, and related matters with special emphasis on high school and transfer students, including making decisions on applications for admissions to the University. This position requires some evening and weekend work, and overnight travel particularly during the fall. Occasional out-of-state travel is required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:
• Bachelor’s degree
• Demonstrated high quality interpersonal communication skills
• Ability to master administrative functions
• Demonstrated ability to grasp knowledge of and communicate information about all academic programs offered by the University
• Committed to diversity and sensitive to the needs of economically underserved students

Equivalent combination of training and experience may be considered.

Preferred Qualifications:
• Master’s degree
• Three (FTE) years’ work experience in recruiting, admissions, and onboarding
• Strong organizational skills including the ability to take initiative
• Computer proficiency, e.g., Microsoft Office Suite, social media, student information systems (Banner), computerized databases
• Written and verbal communication skills including the ability and enthusiasm to interact with students and families from a wide range of backgrounds
• Bilingual (Arabic, Polish or Spanish) skills
• Valid driver’s license
• Ability to lift 25 lbs. with or without accommodations

Advertisements and/or announcements were placed in Diverse Issues in Higher Education, Higher Ed Jobs, Common App List and NACAC ListServ

One hundred and ninety-six (196) individuals applied for this position: Thirty-seven (37) White males; Sixty-one (61) White females; Fifteen (15) Black males; Thirty-six (36) Black females; Ten (10) Hispanic males; Fourteen (14) Hispanic females; Two (2) AAIAINHNPPI males; Three (3) AAIAINHNPPI females; Six (6) Unknown males; Eleven (11) Unknown females; and One (1) Unknown unknown.

Seventy-eight (78) applicants were determined to be not qualified: Ten (10) White males; Twenty-six (26) White females; Six (6) Black males; Fifteen (15) Black females; Three (3) Hispanic males; Nine (9) Hispanic females; Two (2) AAIAINHNPPI males; Five (5) Unknown males; One (1) Unknown female; and One (1) Unknown unknown
• The two (2) AAIAHNPI males submitted incomplete applications, i.e., missing resume or references.

**Ninety-six (96) applicants were found to be minimally qualified:** Twenty-one (21) White males; Twenty-six (26) White females; Seven (7) Black males; Twenty (20) Black females; Five (5) Hispanic males; Five (5) Hispanic females; Three (3) AAIAHNPI females; and Nine (9) Unknown females.

• Of the three (3) AAIAHNPI females, the first candidate met the required qualifications and only five (5) out of eight (8) preferred qualifications i.e., Master’s degree, organizational skills, computer proficient, written and verbal skills, and bilingual. The second and third met the required qualifications and only four (4) of the eight (8) preferred qualifications, i.e., master’s degree, organizational skills, computer proficient, and written and verbal skills.

**Twenty-two (22) applicants were determined to be qualified and were considered finalists:** Six (6) White males; Nine (9) White females; Two (2) Black males; One (1) Black female; Two (2) Hispanic males; One (1) Unknown male; and One (1) Unknown female. **No goal candidates remained in the finalist pool.**

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

• The selected White male met all required and preferred except he is not bilingual. Based on his responses to interview questions, he understands the recruitment and admissions landscape. He believes that his experience is his greatest professional asset as he has worked at private, public, small, large, selective institutions and has traveled to urban, rural, suburban areas while working with diverse populations. The applicant provided a comprehensive and well-documented information session, which included information on academic offerings, ways to apply, and opportunities for students to receive support and participate in events during his presentation. He spoke in depth about territory management, using a CRM, and the cyclical nature of admissions. He stated, “It’s an admissions counselor’s job to maintain relationships, determine feeder schools, growing territories, and look for new opportunities.” He spoke about how he would grow existing and new territories by analyzing data and evaluating past recruiting initiatives.

6. **C17-040 Assistant Director of Graduate Admissions**

**Selection:** One (1) Hispanic female

Central Connecticut State University invites applications for a full-time Assistant Director of Graduate Recruitment and Admissions in the School of Graduate Studies. The successful candidate will assist the Associate Director in advancing the graduate admissions program of the University and will be responsible for assisting in the identification and recruitment of new graduate students. This position requires some evening and weekend work. Occasional out-of-state travel is required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**

• Bachelor’s degree
• Three years of professional work experience in admissions, higher education, or related field
• Knowledge of SCT Banner or similar software systems
• Demonstrated excellent interpersonal communication skills and ability to master administrative functions
• Demonstrated ability to grasp knowledge of and communicate information about all academic programs offered at the University
• Commitment to serving a diverse student body
Other Position Requirements

• Valid driver’s license
• Ability to lift 25 lbs. with or without accommodations

Preferred Qualifications

• Master’s degree
• Professional recruitment work experience at the university undergraduate and/or graduate level
• Experience with administrative functions such as evaluating and making decisions on admission applications
• Demonstrated experience with identifying and implementing recruitment outreach activities of underrepresented, diverse populations.
• Computer proficiency, e.g., Microsoft Office Suite and data-based systems such as Customer Relationship Management (CRM)
• Demonstrated professional presentation skills
• Demonstrated experience with social media in a professional setting

One hundred thirty-four (134) individuals applied for this position: Twenty (20) White males; Forty-nine (49) White females; Eight (8) Black males; Twenty-four (24) Black females; Seven (7) Hispanic males; Nine (9) Hispanic females; One (1) AAIANHNPI male; Three (3) AAIANHNPI females; Three (3) Unknown males; and Ten (10) Unknown females.

Ninety-seven (97) applicants were determined to be not qualified: Seventeen (17) White males; Thirty-four (34) White females; Five (5) Black males; Nineteen (19) Black females; Five (5) Hispanic males; Eight (8) Hispanic females; Three (3) AAIANHNPI females; and Six (6) Unknown females.

• The three (3) AAIANHNPI females did not meet the three (3) years of higher education experience requirement.

Eighteen (18) applicants were found to be minimally qualified: One (1) White male; Seven (7) White females; One (1) Black male; Three (3) Black females; One (1) Hispanic male; One (1) AAIANHNPI male; One (1) Unknown male; and Three (3) Unknown females.

• The minimally qualified AAIANHNPI male met the required and three preferred qualifications, i.e., Master’s degree, experience working in professional recruitment, and computer proficiency. He has not served full-time as an admissions professional as his experience is embedded as part of his responsibilities as an academic advisor. Additionally, he did not list or describe his admissions responsibilities in his application materials.

Nineteen (19) applicants were determined to be qualified and were considered finalists: Two (2) White males; Eight (8) White females; Two (2) Black male; Two (2) Black females; One (1) Hispanic male; One (1) Hispanic female; Two (2) Unknown males; and One (1) Unknown female. No goal candidates remained in the pool.

A Black female declined the job offer.

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

• The selected Hispanic female met the required and the preferred qualifications. Although most of her experience is in undergraduate admissions, she has the transferrable skills that would be very useful in graduate admissions. During her on campus interview, she mentioned that it is important to know that adult learners are looking for flexibility, hybrid courses, online courses, financial opportunities, and tuition reimbursement programs. The applicant also mentioned having the
ability to be organized, multitask, meet deadlines, and prioritize her work. She supports and is involved with student organizations on campus, and has a keen understanding of developing leads through linking herself with the students. Her presentation was very well organized and mentioned some key points, e.g., core values and foundation, benefit to employees and employers, post master’s degrees, community involvement, and career advancement. She demonstrates a lot of initiative and has admissions experience and skills that will be a great asset to the Graduate Admissions Office.

7. Advising and Career Exploration Specialist (C18-020)

Selection: One (1) Black female

Central Connecticut State University invites applications for a full-time, Advising and Career Exploration Specialist in the CCSU Explore Central department. The successful candidate will assist student populations in the development of academic and career paths through individual counselling and group activities on self-assessment, major selection, career exploration, experiential learning opportunities, and job search strategies. Candidates are expected to be committed to multiculturalism and working with a diverse student body. Occasional evening and weekend hours are required.

Required Qualifications

- Bachelor’s degree
- Two (2) years of experience in relevant student support services
- Commitment to serving a diverse student body

Equivalent combination of training and experience may be considered.

Preferred Qualifications

- Master’s degree
- Two years of academic advising experience at a higher education institution
- Experience with one or more of the following: student information system, e.g., Banner and degree auditing platforms
- Knowledge of career assessment instruments, e.g., Focus Holland; Myers Briggs
- Proficiency using Microsoft Suite, e.g., Word, Outlook, Power Point, and Excel.
- Excellent communication and presentation skills

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

Two hundred and seventy-five (275) individuals applied for this position: Forty-four (44) White males; One hundred and eighteen (118) White females; Eleven (11) Black males; Thirty-eight (38) Black females; Thirteen (13) Hispanic males; Twenty-one (21) Hispanic females; Four (4) AAIAHNPI males; Five (5) AAIANHNPI females; Six (6) Unknown males; Fourteen (14) Unknown females; and One (1) Unknown unknown.

Two hundred and Ten (210) applicants were determined to be not qualified: Thirty-eight (38) White males; Eighty-nine (89) White females; Nine (9) Black males; Twenty-eight (28) Black females; Seven (7) Hispanic males; Twenty (20) Hispanic females; Two (2) AAIAHNPI males; One (1) AAIANHNPI female; Four (4) Unknown males; Eleven (11) Unknown females; and One (1) Unknown unknown.

- The two (2) AAIAHNPI males and one (1) AAIANHPI female did not have two (2) years of student support services experience.
Forty-eight (48) applicants were found to be minimally qualified: Four (4) White males; Twenty-one White (21) females; One (1) Black male; Seven (7) Black females; Six (6) Hispanic males; Two (2) AAIANHNPI males; Three (3) AAIANHNPI females; One (1) Unknown males; and Three (3) Unknown females.

- The two (2) AAIANHNPI males met the required qualifications but did not have two (2) years of academic advising experience or experience with a student information system (SIS).
- Of the three (3) AAIANHNPI females, the first candidate met the required qualifications but did not have experience with a SIS. The second candidate met the required qualifications but did not have a Master’s degree, and her academic advising experience has been limited to serving only 50 students. The third candidate met the required qualifications but did not have the two (2) years of academic advising experience or experience with a SIS.

Seventeen (17) applicants were determined to be qualified and were considered finalists: Two (2) White males; Eight (8) White females; One (1) Black male; Three (3) Black females; One (1) Hispanic female; One (1) AAIANHNPI female; and One (1) Unknown male.

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

- The selected Black female met all required qualifications and the three (3) preferred, i.e., master’s degree, two (2) years academic advising at a higher education institution, and experience with more than one SIS. Through her answers to interview questions, she displayed strong working knowledge of advising needs and working with exploratory students. She articulated advising concerns such as counseling services, mental health, and knowing resources on campus. In addition, she conveyed to the committee that one major might hold many different career paths, which was evident during her presentation. The applicant started her presentation with an engaging activity for new students, helping establish a connection to what it means to be exploratory. She also has over two (2) years’ experience working with SIS, including Banner, the system used by CCSU.
- The AAIANHNPI female met all required qualifications and the two (2) preferred qualifications, i.e., master’s degree and academic advising experience. She also shared a strong working knowledge of academic advising needs and working with exploratory students; however, her academic advising experience has not been a primary responsibility in her higher education experience. Additionally, she has only worked for a brief amount of time with Banner, the SIS used by CCSU. While her presentation had substantive information regarding tips for selecting a major, the presentation was not dynamic, as she read from a script. Conducting presentations is a key element of this position.

8. **Institutional Review Board (IRB) Administrator (C18-030)**

**Selection:** One (1) White male

Central Connecticut State University invites applications for a full-time Institutional Review Board (IRB) Administrator. The IRB will report to the Associate Vice President Academic Affairs/Dean for the School of Graduate Studies. The successful candidate IRB Administrator will have primary responsibility for the administration of the CCSU Institutional Review Board ensuring compliance with federal regulations and acting as the primary contact person for all investigators involved in human subjects’ research. The IRB Administrator oversees the confidential institutional review and approval process of all research activities involving human subjects to protect their safety, rights, and welfare. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**

- Bachelor’s degree in science or social sciences
Four years of experience in research support with a minimum of one year dealing with clinical, behavioral, or social science-based research

Demonstrated ability to work cooperatively and collaboratively with administration, faculty, and students, and ability to organize and maintain data using computer systems

Ability to effectively and pleasantly communicate with all levels of the University

Computer proficiency in spreadsheet, database development, email, or the ability to rapidly master these applications

High degree of attention to detail and ability to function in a fast-paced office environment

Commitment to serving a diverse student body

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

Preferred Qualifications

- Master’s degree
- Two (2) years’ work experience as an IRB professional or administrator
- Certified IRP professional
- Proficiency working with Microsoft Suite, e.g., Excel, PowerPoint, Word

Advertisements and/or announcements were placed in http://careers.primr.org/jobs, Diversejobs.net, and higheredjobs.com.

Forty-four (44) individuals applied for this position: Nine (9) White males; Twenty (20) White females; Four (4) Black males; Four (4) Black females; Two (2) Hispanic females; One (1) AAIAHNPI male; and Four (4) Unknown females.

Thirty-nine (39) applicants were determined to be not qualified: Six (6) White males; Eighteen (18) White females; Four (4) Black males; Four (4) Black females; Two (2) Hispanic females; One (1) AAIAHNPI male; and Four (4) Unknown females.

- The AAIAHNPI male had an incomplete application, i.e., missing cover letter.

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

Five (5) applicants were determined to be qualified and were considered finalists: Three (3) White males and Two (2) White females. No goals candidates remained in the finalist pool.

One (1) White female declined the offer.

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

- The selected White male met all required and preferred qualifications. During the telephone and on-campus interviews, the candidate showed a strong background in IRB administration. He has a deep knowledge base including possessing the Certified IRB Professional designation and he could take on key responsibilities at CCSU almost immediately. Based on his references, the committee's assessment is that he has the ability to work collaboratively across all levels at the university. His responses showed a strong detail orientation, an essential attribute and skill to be successful in this position.

9. Recreation Specialist (C18-032)

Selection: One (1) White male

Central Connecticut State University invites applications for a full-time Recreation Specialist in the RECentral area of the Student Activities/Leadership Development department. The successful candidate will provide oversite to the recreation/intramural program including particular responsibility for the
development and coordination of intramurals, recreation, club sport programs, fitness center and event management and athletic facilities supervision. The incumbent helps to establish policies and procedures, and provides direction and leadership to the Department. This position involves significant evening and weekend hours and contributes 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**

- Bachelor’s degree in Sports Management or Athletics Administration or other relevant area
- Appropriate strength and conditioning certifications
- Three years’ experience in athletics administration
- Previous experience in the administration of intramural and/or recreational athletics, design and implementation of strength training and fitness programming
- Computer skills including experience with word processing and graphic design package
- Commitment to serving a diverse student body

**Preferred Qualifications**

- Master’s degree in Sports Management or Athletics Administration or other relevant areas including Higher Education Administration, College Student Personnel, or Student Development in Higher Education
- Coaching experience
- Experience advising club Sports and event planning
- Experience managing a student employee program
- Experience managing department expenditures and budget
- Experience using Event Management Software (EMS Enterprise) for scheduling facilities

Advertisements and/or announcements were placed in the *Chronicle of Higher Education, Diversejobs.net, NIRSA Job Board, targeted social media, and higheredjobs.com.*

**Sixty-two (62) individuals applied for this position:** Twenty-nine (29) White males; Sixteen (16) White females; Six (6) Black males; One (1) Black female; Three (3) Hispanic males; One (1) Hispanic female; Four (4) AAIAHNPNI males; One (1) AAIAHNPNI female; and One (1) Unknown male.

**Fifty-eight (58) applicants were determined to be not qualified:** Twenty-six (26) White males; Sixteen (16) White females; Six (6) Black males; One (1) Black female; Three (3) Hispanic males; One (1) Hispanic female; Four (4) AAIAHNPNI males; and One (1) Unknown male.

- Of the **Four (4) AAIAHNPNI males**, the first had an incomplete application, i.e., missing cover letter, resume, and references. The second, third and fourth candidates did not have the three (3) years’ experience in athletic administration, did not demonstrate commitment to diversity, and did not have any strength conditioning certifications.

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

**Four (4) applicants were determined to be qualified and were considered finalists:** Three (3) White males and One (1) AAIAHNPNI female.

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

- The **selected White male** meets the required and five (5) of the six (6) preferred qualifications, as he does not have coaching experience; however, he has a coaching certificate. He brings a unique blend of experience involving recreation facility management, coordination of intramurals, advising
club sports, and coordination of fitness classes. In addition, this candidate has programming experience related to leading University-wide events. His references stated that he approaches his work with a student-centered and student development focus. While he does not have extensive experience with leading the management of a recreation facility, his experience working in a new recreation facility was noteworthy. This applicant was the only candidate to refer to current trends on recreation via the National Intramural-Recreational Sports Association and shared statistics with the interviewers about the impact that recreation programs have on student retention and student success. The applicant shared innovative ways to connect CCSU recreation across the campus and discussed the importance of being adaptable to new leadership, specifically to the needs of a new administration.

- The AAIAHNPI female met all required qualifications; however, she did not address the strength and conditioning certifications in her application materials or during her interview. She met all but one of the preferred qualifications, i.e., she does not have coaching experience. While the applicant has twenty (20) years of facilities management experience within recreation, she did not have experience in coordination of large programs or recreation activities, club sports advising, and intramurals and fitness class coordination.

10. Assistant Director, Student Center Operations (C17-041)

Selection: One (1) White female

Central Connecticut State University invites applications for a full-time, Assistant Director of the Student Center in the Division of Student Affairs. Under the supervision of the Associate Director of the Student Center, the incumbent of this position is responsible for development, scheduling, and administrative support of non-academic activities and events held on campus. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor’s degree
- Two years of administrative experience in a college or university
- Demonstrated ability in scheduling, development, and the implementation of programming policies, staff supervision, and technical support services
- Commitment to serving a diverse student body

Preferred Qualifications

- Master’s degree in Student Affairs Administration, Student Development, or College Student Personnel
- Experience in student union, residence life, student involvement or student activities/leadership in a higher education setting
- Experience with MS Office Suite and Event Management System (EMS) scheduling software or similar system
- Capable of building strong working partnerships across the institution and with external constituents
- Demonstrated effective communication skills

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

Advertisements and/or announcements were placed in ACUI, Diversejobs.net, NASPA, StudentAffairs.com, higheredjobs.com, email to our Student Center Listserv, and share with colleagues in the field.
Two hundred and nine (209) individuals applied for this position: Thirty-four (34) White males; Eighty-eight (88) White females; Twelve (12) Black males; Thirty-five (35) Black females; Seven (7) Hispanic males; Sixteen (16) Hispanic females; One (1) AAIAHNPI male; Three (3) AAIAHNPI females; Four (4) Unknown males; Eight (8) Unknown females; and One (1) Unknown unknown.

One hundred and sixty-four (164) applicants were determined to be not qualified: Eighteen (18) White males; Sixty-nine (69) White females; Ten (10) Black males; Thirty-one (31) Black females; Six (6) Hispanic males; Fifteen (15) Hispanic females; One (1) AAIAHNPI male; Three (3) AAIAHNPI females; Three (3) Unknown males; Seven (7) Unknown females; and One (1) Unknown unknown.

- The non-qualified AAIAHNPI male submitted an incomplete application, i.e., missing references.
- Of the three (3) non-qualified AAIAHNPI females, two candidates submitted incomplete application, i.e., missing references and the third did not have two (2) years of administrative experience in a college or university.

Thirty-five (35) applicants were found to be minimally qualified: Twelve (12) White males; Fifteen (15) White females; Two (2) Black males; Two (2) Black females; One (1) Hispanic male, One (1) Hispanic female; One (1) Unknown male; and One (1) Unknown female. No goal candidates were in the minimally qualified pool.

Ten (10) applicants were determined to be qualified and were considered finalists: Four (4) White males; Four (4) White females; and Two (2) Black females. No goal candidates remained in the finalist pool.

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

- The selected White female met the required and preferred qualifications. She holds a Master’s in Counseling Education: Student Development in Higher Education. She also currently serves in a leadership role as a director and has experience supervising professional staff, graduate interns and undergraduate student staff. Her seven (7) plus years of professional experience includes student operations, student activities, leadership development, orientation, veteran affairs, and conference planning as well as utilization of EMS scheduling software. During the interview, she demonstrated her communication style and presentation skills when she articulated her experience scheduling and managing services for major university and nonacademic events. She detailed her understanding of the student center/union in the development of community for an inclusive environment, which she supported with appropriate examples. In addition, her presentation aligned with the university’s new student recruitment initiative, as it covered learning, leadership, and citizenship.

11. Assistant in Fiscal Affairs (C18-037)

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

Central Connecticut State University invites applications for a full-time, Assistant in Fiscal Affairs (SUOAF-Administrator II) in the Fiscal Affairs Division. All applicants will be considered for both vacant positons, one located in the Accounting Unit and one located in the Budget Unit. The successful candidate will perform a variety of accounting and budget tasks. Duties: Creates and maintains various financial spreadsheets for tracking, recording, analyzing and reporting purposes; assists with meeting the financial information needs of the University community, Board of Regents System Office, regulatory agencies and other external parties; assists in the operation and record-keeping process for systems on campus, including the on-line State payroll program Core-CT and Banner; assists with general accounting functions such as reconciliations, journal entries and financial reports; and performs other duties and responsibilities related to those above, which do not alter the basic level of responsibility of the
Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**
- Bachelor’s degree in accounting or business-related field
- Two years of work experience in accounting or business-related area
- Demonstrated knowledge and ability in the use of personal computer equipment and standard office software, including that supported by the University (Microsoft Office Suite)

**Preferred Qualifications**
- Attention to detail and ability to work independently
- Experience with financial systems, e.g., People Soft, Banner, QuickBooks
- Proficiency in Excel, e.g., formulas, pivot tables, v-lookups

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

Advertisements and/or announcements were placed in [Higheredjobs.com](http://Higheredjobs.com), [Diveresjobs.net](http://Diveresjobs.net), DAS website, CCSU website.

**Fifty (50) individuals applied for this position:** Sixteen (16) White males; Fourteen (14) White females; Six (6) Black males; Seven (7) Black females; One (1) Hispanic male; One (1) Hispanic female; Two (2) AAIANHNPI males; One (1) AAIANHNPI female; One (1) Unknown male; and One (1) Unknown female.

**Thirty-six (36) applicants were determined to be not qualified:** Fifteen (15) White males; Eight (8) White females; Four (4) Black males; Five (5) Black females; One (1) Hispanic male; One (1) Hispanic female; One (1) AAIANHNPI male; and One (1) Unknown male.

- The **AAIANHNPI male** had an incomplete application, i.e., missing cover letter and references.

**Six (6) applicants were found to be minimally qualified:** One (1) White male; One (1) White female; One (1) Black male; One (1) AAIANHNPI male; One (1) AAIANHNPI female; and One (1) Unknown female.

- The **AAIANHNPI male** met the required qualifications but he had numerous errors in his cover letter, showing a lack of attention to detail, an essential job skill for this type of position.
- The **AAIANHNPI female** met the required qualifications; however, she does not have experience with Excel, a spreadsheet program essential to perform the majority of the job functions of this position.

**Eight (8) applicants were determined to be qualified and were considered finalists:** Five (5) White females; One (1) Black male, and Two (2) Black females. **No goal candidates remained in the finalist pool.**

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

- The **selected White female** met the required and preferred qualifications, including having over three (3) years of experience in accounting/business related field. She has experience with Banner, Hyperion Reporting and knowledge in Excel, i.e., experience with pivot tables, v-lookups functions and chart creations. She has an understanding of the university working environment because of her experience as a student worker, co-op intern and temporary employee at CCSU. She answered questions thoroughly with an emphasis on her knowledge of multiple accounting tasks, e.g., recording and tracking prepaid expenses, bank reconciliations, journal entries and interest distribution calculations. Her knowledge, experience, and work ethic make her an ideal candidate and her potential for growth is very promising.
The selected Black female met the required and preferred qualifications, including three years of experience in accounting/business related field. Her experience with Excel includes working with pivot tables, v-lookup functions, and extracting data from financial systems for data manipulation. She answered questions thoroughly with an emphasis on displaying her experience with report extracts to Excel. As a former student worker at CCSU, she is familiar with the campus environment. Her knowledge, experience, and work ethic make her an ideal candidate and her potential for growth is very promising.

12. Diversity Associate (C18-040)

Selection: One (1) White female

Central Connecticut State University invites applications for a full-time, Diversity Associate in the Office of Diversity and Equity. The successful candidate will perform a variety of duties relating to affirmative action, discrimination and Title IX complaints, contract compliance, and diversity initiatives. In addition, the associate will be the lead person in organizing and leading training opportunities related to diversity and Title IX issues. Some evening and weekend hours will be required.

Required Qualifications

• Bachelor’s degree from a regionally accredited institution
• Three years of full-time professional work experience supporting Equal Opportunity, Affirmative Action or Title IX programs
• Demonstrated ability to develop and edit complex statistical reports including the ability to use database management, spreadsheet, and statistical software, e.g., Microsoft Office Suite, SPSS
• Experience dealing with complaints in the areas of diversity and equity, human resources, student conduct or conflict resolution, e.g., as an investigator, advocate, or conduct officer
• Demonstrated ability to work independently and within a team environment
• Excellent organizational and communication skills
• A record of meeting deadlines and managing multiple tasks with exceptional follow-through skills
• Proven commitment to serving a culturally diverse university community

Preferred Qualifications

• Master’s degree in human service field or a JD
• Knowledge of FERPA and other confidentiality laws
• Three (3) years’ experience delivering diversity and/or Title IX training at a college or university
• Ability to effectively plan and implement training programs and activities in a timely fashion
• Supervisory or lead work experience

Equivalent combination of training and experience may be considered.

Advertisements and/or announcements were placed in Higheredjobs.com, Diversejobs.net, and DAS website.

Sixty-three (63) individuals applied for this position: Five (5) White males; Eighteen (18) White females; Ten (10) Black males; Ten (10) Black females; Four (4) Hispanic males; Four (4) Hispanic females; Two (2) AAIAHNPI males; Three (3) AAIAHNPI females; Three (3) Unknown males; and Four (4) Unknown females.

Fifty-six (56) applicants were determined to be not qualified: Four (4) White males; Fifteen (15) White females; Nine (9) Black males; Nine (9) Black females; Four (4) Hispanic males; Four (4) Hispanic females; Two (2) AAIAHNPI males; Three (3) AAIAHNPI females; Three (3) Unknown males; and Three (3) Unknown females.
• Of the two (2) AAIAHNPI males, the first had an incomplete application, i.e., missing cover letter. The second candidate did not meet the three (3) years’ experience of full-time professional work experience supporting equal opportunity, AA, or Title IX.

• Of the three (3) AAIAHNPI females, the first and second candidates submitted incomplete applications i.e., missing all documents and cover letter respectively. The third candidate did not meet the three (3) years’ of full-time professional work experience supporting equal opportunity, AA, Title IX.

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; Three (3) White females; One (1) Black male; One (1) Black female; and One (1) Unknown female. No goal candidates remained in the finalist pool.

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

• The selected White Female met all of the required qualifications and four (4) of the preferred qualifications. She possesses a MSW degree and has more than nine (9) years of direct experience delivering diversity or Title IX training at three universities. Since joining CCSU as a Victim Advocate and Violence Prevention Specialist in the Office of Diversity and Equity, she provided advocacy services for students and employees impacted by harassment, discrimination, and/or sexual misconduct. She had developed and facilitated Title IX training, and coordinated and implemented campus sexual misconduct prevention efforts. She has led research and evaluation efforts focused on workplace sexual harassment and campus climate and compiled the annual compliance reports for the State of Connecticut General Assembly. She has up-to-date knowledge of FERPA, Title IX, Campus SAVE Act, Clery Act, and other federal and state mandates. Not only does she provide Title IX training to faculty, she expressed her love for working with them and has tailored or designed in-person small trainings specific to the needs of the discipline or particular departments. Her responses to the on-campus interview questions received the highest rating of outstanding for each question asked, and her PowerPoint presentation on sexual harassment to supervisors was thorough, complete, engaging and included handouts. She successfully demonstrated her ability to complete complex statistical reports. While she has minimal experience on matters related to affirmative action plan preparation, she has assisted with the narrative sections related to complaints. For the last two (2) years, she had been working part-time while working on her Ph.D. resulting in her going from part-time to full-time in this plan.

13. Coordinator of Clinical Placement and Laboratory Learning (C18-042)

Selection: One (1) White female

Central Connecticut State University invites applications for a full-time, Coordinator of Clinical Placement and Laboratory Learning in the SEPS, Nursing Department. The Coordinator is responsible for collaborating with the department chairperson, program coordinators, and faculty in identifying and negotiating clinical placement settings and other clinical related learning experiences, including identifying the need for new contracts with potential clinical agencies and/or preceptors and assuring compliance with contractual agreements, and ensuring the clinical educational needs of the nursing student population and the requirements of the clinical facilities are met. The incumbent of this position will manage and direct activities related to simulation pedagogy and the nursing laboratories. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

This position will require occasional evening and weekend hours.

Required Qualifications
• Bachelor’s degree in nursing
• Four (4) years of clinical experience as a Registered Nurse and two (2) years simulation experience.
• Current (4) years of clinical experience as a Registered Nurse and two (2) years simulation experience.
• Current RN license in the State of Connecticut
• Current knowledge and experience of standards and practices involving simulation pedagogy
• Knowledge and ability to lead organizational change, experience in leading projects, and current knowledge of clinical nursing care
• Understanding of student clinical experience needs,
• Strong oral and written communication skills with new technology and software
• Strong organizational skills
• Ability to work with diverse learners
• Ability to lift and transfer mannequins and other related equipment

Equivalent combination of training and experience may be considered.

Preferred Qualifications

• Master’s degree in nursing or health related field
• Clinical placement experience
• Prior experience in an educational institution

Advertisements and/or announcements were placed in Higheredjobs.com, Indeed.com, The Chronicle of Higher Education, and sent an email to the Connecticut League for Nursing to forward it to Deans and Directors.

Six (6) individuals applied for this position: Five (5) White females and One (1) Hispanic female. There were no goal candidates in the applicant pool.

Three (3) applicants were determined to be not qualified: Two (2) White females and One (1) Hispanic female.

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

• The selected White female met required and preferred qualifications, specifically experience with simulation, clinical coordination, and clinical placement, experience with clinical coordination in multiple settings, including healthcare organization, and higher education, including proficiency with a baccalaureate-nursing program (Registered Nurse). She has experience in simulation in an acute care hospital (perioperative, anesthesia, medical-surgical, etc.) and higher education in various clinical specialties, such as fundamentals, medical-surgical, maternal newborn, developed and coordinated inter-professional simulation education, and a master's degree. Additionally, she has experience working with full-time nursing faculty and part-time clinical nursing instructors, strong organizational skills, current work experience in teaching diverse learners in higher education, and demonstrated knowledge of simulation pedagogy as witnessed by her discussion of debriefing and simulation accreditation during the interview.

14. Environmental Health and Safety Assistant (C17-028)

Selection: One (1) White female
Central Connecticut State University invites applications for a full-time, Environmental Health & Safety Assistant in the Office of Environmental Health and Safety. The successful candidate will be responsible for assisting the Director of Environmental Health and Safety in the day-to-day management of all environmental health and safety programs at CCSU. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**
- Associate’s degree in environmental science or related field
- Two (2) years of related work experience
- Knowledge of chemical properties and segregation techniques
- Basic knowledge of OSHA general industry safety standards
- Knowledge of proper food handling
- Good verbal and written communication skills
- Possess a valid (CT) driver’s license
- Must be able to successfully pass a medical examination, including respiratory protection, and lift fifty (50) pounds
- Commitment to serving a diverse university community

Equivalent combination of training and experience may be considered.

**Preferred Qualifications**
- Bachelor’s degree in a science-related field
- Possess one or more of the following certifications: OSHA 10, ServSafe® or HAZWOPER
- Experience working in an educational setting

Advertisements and/or announcements were placed in *Career Builder, Diversejobs.net, HigherEdJobs.com, Department of Administrative Services* job listing, *Department of Energy and environmental Protection, School of Engineering and Technology, Campus Safety Health and Environment, and Management Association.*

*Eighty-two (82) individuals applied for this position:* Thirty (30) White males; Twenty-one (21) White females; Three (3) Black males; Five (5) Black females; Five (5) Hispanic males; Six (6) Hispanic females; Four (4) AAIAANHNPI males; Two (2) AAIAANHNPI females; Two (2) Unknown males; and Four (4) Unknown females.

*Seventy-four (74) applicants were determined to be not qualified:* Twenty-seven (27) White males; Eighteen (18) White females; Three (3) Black males; Five (5) Black females; Five (5) Hispanic males; Five (5) Hispanic females; Three (3) AAIAANHNPI males; Two (2) AAIAANHNPI females; Two (2) Unknown males; and Four (4) Unknown females.

- Of the three (3) AAIAANHNPI males, the first and second had incomplete applications, i.e., missing cover letter and references, and the third did not meet the required qualifications, i.e., two (2) years’ experience and experience handing chemicals and food.
- Of the two (2) AAIAANHNPI females, the first met no required qualifications and the second did not meet the two (2) years’ related work experience, i.e., working with chemicals and food safety.

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

*Eight (8) applicants were determined to be qualified and were considered finalists:* Three (3) White males; Three (3) White female; One (1) Hispanic female; and One (1) AAIAANHNPI male.

*One (1) White female was hired for this position.*
• The selected White female met the required and preferred qualifications. She has experience in performing building inspections with respect to hazardous materials, gathering and analyzing data, and writing reports. Her explanations of interacting with multiple types of people, assisting with regulatory compliance, and dealing with conflicts was a strength as she gave strong and detailed examples of situations which described these areas. As a consultant currently, she has developed skills, i.e., customer service, problem solving, assessing situations and thinking analytically on her feet. Additionally, she has developed prioritization skill and works independently and as a team member. According to her, junior staff members see her as someone they can go to for assistance and leadership. She indicated she has gained the confidence of her superiors to take on additional responsibilities. She has laboratory experience as well as OSHA compliance and emergency response experience. Her response to scenarios which might be tense or confrontational helped the committee to determine that she would have a thoughtful and professional response, which would include taking ownership, seeking assistance if needed, following up on important issues, and being accurate when representing environmental health and safety regulations. She took it upon herself to research the training needed to fulfill the food service responsibilities of this position.

• The non-selected AAIAINHPNI male met the required qualifications. However, during the phone interview, his answers were incomplete or unrelated to the questions asked. This lack of detail in his responses made it difficult for the committee to ascertain his experience or skill level.

SECRETARIAL CLERICAL (Excluding Secretary 2)

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<td>1 AAIAINHPNI female</td>
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1. Office Assistant

Selection: One (1) Black female

One (1) Black female was hired via SEBAC layoff rights. There were no other applicants for this position.

SECRETARIAL CLERICAL/SECRETARY 2

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1. Secretary 2

Selection: One (1) White female

One (1) White female was hired via SEBAC layoff rights. There were no other applicants for this position.

TECHNICAL/PARAPROFESSIONAL

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1. Library Technical Assistant

Selection: One (1) White male

One (1) White male was hired via SEBAC layoff rights. There were no other applicants for this position.

PROTECTIVE SERVICES

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1. Police Officer or Protective Officer Trainee (C18-006)

Selection: One (1) White male, One (1) White female, and One (1) Hispanic male

Forty-two (42) individuals applied for this position: Fifteen (15) White males; Four (4) White females; Five (5) Black males; Four (4) Black females; Seven (7) Hispanic males; Three (3) Hispanic females; Three (3) AAIANHNPI males; and One (1) Unknown male.

Thirty-four (34) applicants were determined to be not qualified: Fourteen (14) White males; Three (3) White females; Four (4) Black males; Four (4) Black females; Four (4) Hispanic males; Two (2) Hispanic females; Two (2) AAIANHNPI males; and One (1) Unknown male.

• Of the fourteen (14) non-qualified White males, the first five (5) did not respond to requests for interview. The sixth and seventh had incomplete applications, i.e., missing cover letter, references, or application was not signed. The eighth, ninth, and tenth applicants were not able to attend the physical agility screen date. The eleventh applicant’s name did not appear on the certified Protective Services Trainee exam list. The twelfth withdrew, and the thirteenth and fourteenth applicants failed the physical agility screening.

• Of the three (3) White females, the first and second did not respond to requests for interview, and the third failed the physical agility screen.

• The two (2) Hispanic females were determined to be not qualified as their names were not on the certification list for Protective Services Trainee. Therefore, they did not meet the eligibility qualification of having applied for and passed the required examination.

Zero (0) applicant was found to be minimally qualified.

Eight (8) applicants were determined to be qualified and were considered finalists: One (1) White male; One (1) White female; One (1) Black male; Three (3) Hispanic males; One (1) Hispanic female; and One (1) AAIANHNPI male.

One (1) White male, One (1) White female, and One (1) Hispanic male were hired for this position. The White male and White female met goals for the university in the protective services category.

• The selected Hispanic male had four (4) years’ experience as a building and grounds patrol officer with the State Department of Veterans Affairs and met special and physical requirements identified in the job posting. He holds a Bachelor’s degree in Criminology from Central Connecticut State University, and has seven (7) years’ security experience and part-time work in a halfway house. During the interview, he provided detailed and accurate responses related to policing and CCSU.
a current State employee, he submitted two (2) years of performance evaluations as required and received an overall excellent on both.

- The **non-selected Hispanic female** had six (6) months’ experience as a correctional officer, with the State Department of Corrections and met the eligibility, special and physical requirements identified in the job posting. She holds a Bachelor’s degree in Criminal Justice from Central Connecticut State University. During the interview, her responses were brief and unclear as she failed to follow-up with details. When questioned about the university or the community, she admitted to the search committee that she had not done any research in preparation for the interview. Her failure to prepare hindered her ability to answer questions related to the university’s mission, values, goals, or to discuss any of the police department’s community policing initiatives. Additionally, when questioned about how she would handle a situation involving an officer accused of stealing money, she stated that she would allow the officer an opportunity to return the money. After being prompted by the committee, she finally provided the expected response that she would report the officer to a supervisor.

**SKILLED CRAFTS**

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There were no hires in this category.

**SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)**

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There were no hires in this category.

**SERVICE MAINTENANCE/CUSTODIANS**

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1. **Custodian (No Search Number)**

**Selection:** One (1) White female

This **White female** was a mandatory hire based on the individual having contractual rights to the position of Custodian. There were no other applicants for this position.

2. **Custodian (C18-005)**

**Selection:** One (1) White female, One (1) Hispanic male, One (1) Hispanic female

The **Hispanic male** met the goal Hispanic male goal.
**Eligibility Requirements:** 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 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.

**Preferred Experience:** Institutional type work environment performing custodial tasks and various maintenance services.

**Special Requirement:** Incumbents in this class may be required to possess appropriate 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 risk of injury from equipment.

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

Advertisements and/or announcements were placed in DAS website, CCSU website and distributed through CCSU’s local contact list (See External Communication for full listing).

In an effort to narrow the applicant pool to the most qualified candidates, the search committee made a decision to interview applicants with Personal Protective Equipment/Blood Bourne Pathogens (PPE/BBP) knowledge and experience. Having knowledge related to protective clothing, garments and equipment designed to protect the wearer’s body from injury is critical to the position.

**Ninety-nine (99) individuals applied for this position:** Twenty-eight (28) White males; Six (6) White females; Twenty-four (24) Black males; Seven (7) Black females; Eighteen (18) Hispanic Males; Eleven (11) Hispanic females; Two (2) AAIANHNPI males; One (1) AAIANHNPI female; and Two (2) Unknown females.

**Forty-Three (43) applicants were determined to be not qualified:** Nine (9) White males; Two (2) White females; Twelve (12) Black males; Six (6) Black females; Five (5) Hispanic males; Seven (7) Hispanic females; One (1) AAIANHNPI male; and, One (1) Unknown female.

- Of the **non-qualified twelve (12) Black males, seven (7)** did not provide any references as required; **three (3)** did not have custodial experience; and **two (2)** submitted incomplete application packets that were missing cover letters.
- Of the **non-qualified six (6) Black females**, the **first and second Black females** failed to include detailed information related to their custodial experience in their application packets; the **third, fourth, fifth, and sixth non-qualified Black females** submitted incomplete application packets, i.e., missing cover and reference letters.
- The **non-qualified one (1) AAIANHNPI male’s** application did not include the required reference letters.
Twenty-nine (29) applicants were found to be minimally qualified: Nine (9) White males, Two (2) White females; Seven (7) Black males; Seven (7) Hispanic males; Two (2) Hispanic females, One (1) AAIAHNPI male; and, One (1) AAIANHNPI female.

- Of the minimally qualified seven (7) Black males, five (5) candidates possess less than two (2) years of custodial experience; and two (2) had no custodial experience and did not demonstrate how they met this experience requirement.
- The non-qualified one (1) AAIAHNPI male had retail or food service experience and did not meet the requirement of having custodial experience.

Twenty-Seven (27) applicants were determined to be qualified and were considered finalists: Ten (10) White males; Two (2) White females; Five (5) Black males; One (1) Black female; Six (6) Hispanic males; Two (2) Hispanic females; and, One (1) Unknown female.

A White female, a Hispanic male, and a Hispanic female were hired for these positions.

- The selected Hispanic male met a goal for the university. This hire achieved the Hispanic male goal established for custodian category.
- The selected White female had more than two (2) years of related custodial experience and met the eligibility requirements. She had over ten (10) years of custodial service experience and demonstrated a wide variety of experience using floor and carpet care machines. In response to interview questions, she accurately detailed the steps to strip and wax a floor, extract a carpeted area and the steps to clean and disinfect a shower area. She provided a detailed account of her knowledge related to green cleaning and PPE/BBP procedures.
- The selected Hispanic female had more than eleven (11) years of experience in custodial related services, including cleaning experience in an educational setting. She met the general experience requirements; provided accurate and detailed responses to questions when identifying the steps required cleaning, and disinfecting a bathroom or shower area; articulated her familiarity with green cleaning, and accurately demonstrated her knowledge related to PPE/BBP procedures.
- Of the five (5) non-selected Black male candidates, the first met the eligibility requirements. While he had more than two (2) years of related experience, he has not worked in the field in recent years. In addition, he did not have any green cleaning experience and was unable to identify the steps taken to strip and wax a floor. The second, third and fourth candidates met the eligibility requirements and had experience with floor and carpet care machines; however, they were unable to detail the steps taken to strip and wax a floor, and extract a carpeted area. The fifth candidate met the eligibility requirements. He had experience with floor and carpet care machines, i.e., shampoo machines and carpet extractors. He accurately detailed the steps to strip and wax a floor and green cleaning; however, he was unable to respond to questions on PPE/BBP.
- The non-selected Black female candidate had more than two (2) years custodial related experience; however, she was unable to detail the steps involved in stripping and waxing a floor. In addition, she did not identify all of the steps required to extract a carpeted area and failed to demonstrate her experience with green cleaning.
PROMOTIONAL GOALS ANALYSIS

EXECUTIVE/ADMINISTRATIVE (EE01)

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1. Dean, Carol A. Ammon College of Liberal Arts and Social Sciences (C18-019)

Selection: One (1) White male

Central Connecticut State University (CCSU) invites nominations and applications for the position of Dean of the Carol A. Ammon College of Liberal Arts and Social Sciences (CLASS). CCSU invites candidates who are visionary leaders and have a comprehensive resume of success in academic administration. The ideal candidate will demonstrate exceptional skills and experience that will enable him or her to provide strong leadership in areas of program assessment and accreditation, learning analytics, interdisciplinary collaboration, and support for all disciplines. The Dean is responsible for the direction of teaching, research, development, and relations with the external professional community. He or she is the chief academic officer of the school, reporting directly to the Provost and Vice President for Academic Affairs. CCSU is currently conducting a search for its Provost and it is planned that the newly appointed Provost will be involved in the hiring of the Dean. The Dean will have the opportunity to build on the dynamic momentum of the school, including enrollment growth, new faculty hires, expanded infrastructure, leveraging state resources, and improved fundraising.

Qualifications

The successful candidate is expected to have a record of collaborative decision-making, a high standard of professional integrity, a strong sense of professional ethics, and the ability to be a persuasive and vocal defender of the liberal arts and social sciences. Required qualifications also include the following:

- Earned doctorate or terminal degree from an accredited institution in any of the disciplines of liberal arts and social sciences offered in CCSU’s CLASS
- Five years of progressively responsible academic experience at the department chair level or higher in an accredited college or university
- Distinguished record of teaching, scholarship, and leadership
- Experience in the recruitment and retention of diverse faculty, staff, and students
- Experience with transparent planning, budgeting, and fiscal management in a complex organization.
- Successful experience in fundraising, and the acquisition of grants and contracts
- Ability to develop and maintain strong internal and external relationships with students, faculty, staff, other academic institutions, as well as business, non-profit, and governmental entities
- Commitment to community engagement
- Demonstrated commitment to promoting and supporting excellence in faculty and faculty-student research, particularly at the undergraduate level
- Exemplary communication and interpersonal skills

Preferred Qualifications

- Experience working in a unionized environment
- Experience working in a public institution of higher education.
• Evidence of encouraging, valuing and assessing high-quality teaching
• Demonstrated interest in developing international, regional, local, and multicultural programs and/or partnerships
• Successful experience cultivating, soliciting, and stewarding major gifts in collaboration with the university development office
• Proficiency in a language other than English
• Ability to be a forward-thinking, collaborative leader who incorporates technology to enhance the educational experience of students

Advertisements and/or announcements were placed in The Chronicle, Diversejobs.net, Indeed.com, CCSU website, higheredjobs.com, jobs for economist’s listserv, history h-net listserv, and various other ListServ from CLASS disciplines.

**Fifty-seven (57) individuals applied for this position:** Thirty (30) White males; Ten (10) White females; Seven (7) Black males; One (1) Black female; Two (2) Hispanic males; Two (2) Hispanic females; Two (2) AAIANHNPI females; Two (2) Unknown males; and One (1) Unknown unknown.

**Forty-five (45) applicants were determined to be not qualified:** Twenty-four (24) White males; Seven (7) White females; Six (6) Black males; One (1) Black female; Two (2) Hispanic males; Two (2) Hispanic females; One (1) AAIANHNPI female; One (1) Unknown male; and One (1) Unknown unknown.

• Of the **Seven (7) White females**, the **first five (5) submitted** incomplete applications, missing one or more of the required documents, i.e., cover letter, statement of education and administrative philosophy, and references. The **sixth** candidate did not have five (5) years’ progressively responsible academic experience. The **seventh** candidate did not meet the degree requirement and did not have five (5) years’ progressively responsible academic experience, distinguished record of teaching, scholarship, leadership, and the experience related to recruitment and retention of diverse faculty, staff, and students.

• The **Black female** had an incomplete application i.e., missing cover letter, references, and statement of education and administrative philosophy.

• The **AAIANHNPI female** had an incomplete application, i.e., missing cover letter, statement of education and administrative philosophy, and references.

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

**Twelve (12) applicants were determined to be qualified and were considered finalists:** Six (6) White males; Three (3) White females; One (1) Black male; One (1) AAIANHPI female; and One (1) Unknown male.

**One (1) White male was selected for this position.**

• The **selected White male** met the minimum required qualifications for education and experience. He demonstrated a desire to raise the profile of the Liberal Arts. He has significant experience in budgets and fiscal management in a complex organization; he cited his role on the University Planning Budget Committee and his involvement in the creation of the Integrated Planning Council at CCSU as primary examples of his commitment. He provided examples/suggestions for supporting faculty, addressing diversity issues, and community engagement. He has experience with personnel matters in a unionized environment, having served on three (3) special assessments of faculty. He served as an Interim Chair of an academic department outside his academic discipline to address dysfunctionality among the members of the department, and has introductory knowledge of the different types of fundraising and its importance. His references highly recommended him, citing examples of his accomplishments, e.g., mentoring of others, service to the CCSU community. His
references also noted his positive demeanor and that he is well respected across the campus. He also received overall positive feedback from the campus. His strengths are his extensive knowledge of CCSU and the relationships he has established on campus. The applicant’s involvement in various groups, committees, and departments on campus and his reputation for being able to bring groups together is a plus. When citing his vision for rebranding and promoting CLASS, he demonstrated that he understood the need to address this area. His scholarly record was not as strong as would be expected of a full professor but his knowledge about the North East, and specifically, CCSU was exemplary. He has significant experience working at a unionized environment. As an internal candidate, he has a working knowledge of the BOR/AAUP contract.

- **The first White female** met the required qualifications, has held the position of Interim Dean at her current institution for two (2) years, and prior to that was Department Chair and Director. She provided specific examples of her efforts in raising the profile of the liberal arts and bridging programs with other schools such as Spanish-Nursing program; has worked on diversifying her current University, and was instrumental in having the Spanish language options on the website. She has budgets and fiscal management experience, hands-on experience soliciting and stewarding gifts of all sizes, and experience in community engagement. Her references provided positive support for her candidacy noting her ability to be a calming force in adverse conditions. She cited successful, creative examples of bringing the wider community to the University and creating interdisciplinary programs within the University. While she is the most published of the candidates brought to campus, she has not achieved the rank of full professor. This is concerning because as dean she would be required to evaluate faculty seeking promotion to full professor. In addition, there was no evidence that she has worked in a unionized faculty environment.

- **The second White female** met the required qualifications for education and experience. Based on her responses during the interviews and open forum, she did not present herself as a champion of the liberal arts and social sciences. Her suggestions for raising the profile of liberal arts, supporting faculty and faculty-student research, and community engagement were rudimentary and uninspiring. Her experience in budgeting is limited and not suggestive of being at a complex level. While she possessed experience working in a unionized environment, her documentation failed to detail her successful experience cultivating, soliciting gifts, and conducting fundraising activities.

- **The third White female** met the minimum required qualifications for education and experience. She did not present a clear vision for the advancement of CLASS. When questioned, she failed to provide specific information or examples for supporting faculty and faculty-student research, diversifying the campus, and expanding community engagement. Based upon her responses to questions, she did not appear to be well informed of outreach programs already in place at CCSU and provided an example of a new initiative, which already exists on campus.

- **The AAIAHNPfemale** met the required qualifications for education and experience. During the on-campus interview, she provided brief responses to questions, which were void of details and made it difficult to determine the level and depth of her experience. She did not provide any insight into her leadership style or her vision for raising the profile of liberal arts. When asked about the level of her budgeting experience, her responses were unclear and the committee was unable to determine the level and complexity. The examples for supporting faculty, diversifying the campus, and community engagement were rudimentary and uninspiring. She did not meet the requirement of having experience working in a unionized environment and has almost no experience with fundraising beyond the basic level.
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 portfolio is 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. The P&T forwards these recommendations 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 above noted criterion. 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 is an annual procedure.

A. PROFESSOR

<table>
<thead>
<tr>
<th>Hires</th>
<th>Promotions</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>12 White females</td>
</tr>
<tr>
<td>8</td>
<td>AAIANHNPI males</td>
</tr>
</tbody>
</table>

Thirteen (13) faculty members applied for promotions to Professor: Four (4) White males, Five (5) White females, One (1) Black female, One (1) Hispanic male, and Two (2) AAIANHNPI males.

Ten (10) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Four (4) White males, Four (4) White females, One (1) Hispanic male, and One (1) AAIANHNPI male. Of the Ten (10) promotions that occurred in this category, the University achieved four (4) White females and one (1) AAIANHNPI male established promotional goals.

One (1) White female (Goal Candidate) and One (1) Black female (Non-goal Candidate), and One (1) AAIANHNPI female (Goal Candidate) 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 five (5) goals: Four (4) White females and One (1) AAIANHNPI male.

B. ASSOCIATE PROFESSOR

<table>
<thead>
<tr>
<th>Hires</th>
<th>Promotions</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>1 Black female</td>
</tr>
<tr>
<td>3</td>
<td>3 Hispanic females</td>
</tr>
<tr>
<td>1</td>
<td>1 AAIANHNPI female</td>
</tr>
</tbody>
</table>

Seventeen (17) faculty members applied for promotions to Associate Professor: Two (2) White males; Seven (7) White females; One (1) Black male; Two (2) Black females; Three (3) Hispanic females; and Two (2) AAIANHNPI males.

Fourteen (14) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: One (1) White male, Six (6)
White females, One (1) Black male; One (1) Black female; Three (3) Hispanic females, and Two (2) AAIAHNPI males. Of the Fourteen (14) promotions that occurred in this category, the University achieved one (1) Black male; One (1) Black female; and three (3) Hispanic females established promotional goals.

One (1) White male non-goal candidate, One (1) White female non-goal candidates, and One (1) Black female goal candidate 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 five (5) applicants who were goal candidates, the University achieved three (3) goals: One (1) Black female and Two (2) Hispanic females. The promotion of the Black male and the third Hispanic female met underutilization in the category, i.e., established hiring goals.

**ASSISTANT PROFESSOR**

No promotional goals were established and no promotions occurred during the reporting period.

**C. Coaching/Athletics**

No promotional goals were established and no promotions occurred during the reporting period.

**PROFESSIONAL/NON-FACULTY (EEO3)**

<table>
<thead>
<tr>
<th>Hires</th>
<th>Promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Black male</td>
<td></td>
</tr>
<tr>
<td>4 AAIAHNPI males</td>
<td></td>
</tr>
<tr>
<td>5 AAIAHNPI females</td>
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</tr>
</tbody>
</table>

No promotional goals were established; however, not all hiring goals were achieved, i.e., AAIAHNPI males and AAIAHNPI females.

1. **Billing Administrator II in Bursar’s Office (C18-039)**

**Selection:** One (1) White female

Central Connecticut State University invites applications for a full-time, Billing Administrator in the Bursar’s Office (SUOAF-Administrator II). The successful candidate will coordinate the billing and collection activities of the Bursar’s Office. Duties for the position: Handles day-to-day billing activities of the University. Oversight of University collections functions and application of late fees. Provides assistance in the delivery of Bursar’s Office support services to the University community. Assists with the cultivation of Bursar Office relations and department programs by planning, organizing and coordinating the activities of the various programs and events pertaining to the department. Provides financial information to internal and external customers by phone, e-mail, and web portals, publishing informational sheets, booklets and/or web page(s). Coordinates activities with other campus departments for optimum utilization of resources. Assists the Bursar Office Administrators in planning and implementation of orientation programs. Develops systems to control intake, processing and maintenance of records, documents and similar materials. Creates and maintains databases for monitoring various billing activities and prepares a variety of routine as well as ad hoc reports as needed. Conducts routine business such as referring customers to appropriate contacts, responding to customer inquiries, providing explanations as needed and resolving minor problems that may arise. May represent the University at required meetings and/or functions. Performs other duties and responsibilities related to those above, which do not alter the basic level of responsibility of the position. Candidates are expected to be committed to multiculturalism and working with a diverse student body.
**Required Qualifications**

- Bachelor’s degree in accounting or business related field
- Two years of work experience in billing and collection services
- Demonstrated organizational skills and ability to establish office systems and procedures
- Demonstrated strong oral and written communication skills and the ability to work effectively with students, parents, staff, and the University community in a team environment
- Demonstrated knowledge and ability to utilize enterprise resource planning (ERP) software along with Microsoft Office Suite computer programs, with proficiency in spreadsheet, database, publisher and word processing applications
- Demonstrated ability to manage multiple tasks and to analyze problems as well as recommend effective solutions
- Commitment to serving a culturally diverse student body

**Preferred Qualifications**

- Bachelor’s degree in accounting
- Experiences with higher education billing and collection
- Credentials and/or experience substantially comparable to the above may also be considered.

Advertisements and/or announcements were placed in the CCSU Website, Diverse Jobs, Higher Ed, and DAS.

**Thirty-six (36) individuals applied for this position:** Nine (9) White males; Sixteen (16) White females; Three (3) Black males; Four (4) Black females; One (1) Hispanic male; One (1) Hispanic female; One (1) AAIANHNPI male; and One (1) AAIANHNPI female.

**Twenty-eight (28) applicants were determined to be not qualified:** Six (6) White males; Fourteen (14) White females; Three (3) Black males; Two (2) Black females; One (1) Hispanic male; One (1) AAIANHNPI male; and One (1) AAIANHNPI female.

- Both the AAIANHNPI male and AAIANHNPI female submitted incomplete application packets, which were missing their cover letters and references.

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

**Six (6) applicants were determined to be qualified and were considered finalists:** Three (3) White males; Two (2) White females; and One (1) Hispanic female. **No goal candidates remained in the pool.**

**One (1) White female was promoted.**

The selected White female has over 15 years’ experience and current knowledge of higher education billing and collections as well as Banner. She is currently performing all of the day-to-day collection duties, is familiar with the e-bill process, and has assumed all the Perkins Loan Collection activities as outlined in the job description. She was also integral in formulating the current collections process and procedures as well as implementing the tax offset process. With respect to the interview process, the committee felt the applicant gave the most comprehensive and detailed answers to all of the questions. She was methodical and detailed in her explanation of current processes and procedures related to billing and collections. She was able to describe in detail how she has diffused many difficult situations that arise out of being the main point of contact for students and parents who are facing and/or in collections. She further described in detail the process of assigning accounts to collections and the servicing of those accounts. Her rating in the areas of knowledge of work, quantity of work, quality of work, attendance and ability to deal with people was at the highest level of excellence. Based on all of
the above, the committee believed that she not only meets but also exceeds the minimum qualifications for this position, making her the ideal candidate.

2. Associate Director of Athletics for Sports Performance

Selection: One (1) White male

The selected White Male's coaching position was reclassified into a SUOAF position during the reporting period. There were no other applicants as this was a reclassification within his original position, which resulted in a promotion.

SECRETARIAL CLERICAL Excluding Secretary 2 (EEO4)

<table>
<thead>
<tr>
<th>Promotions</th>
<th>Hispanic Female</th>
</tr>
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</table>

No promotions occurred during the reporting period.

A. SECRETARIAL CLERICAL/SECRETARY 2

<table>
<thead>
<tr>
<th>Promotions</th>
<th>White female</th>
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1. Secretary 2

Selection: One (1) White female

During the reporting period, this employee left CCSU and returned to CCSU within the CBA timeframe to an open position resulting in a promotion from secretary 1 to secretary 2. This achieved the promotional goal for White female.

TECHNICAL/PARA PROFESSIONAL (EEO 5)

No promotional goals were established and no promotions during the reporting period.

PROTECTIVE SERVICES

No promotional goals were established and no promotions during the reporting period.

SKILLED CRAFT ALL TITLES (EEO 6)

No promotional goals were established.

SERVICE MAINTENANCE (EEO 7)

Under the collective bargaining agreement, all service maintenance promotional job opportunities are initially posted within the system and offered based on seniority.

A. SERVICE MAINTENANCE/SERVICE RESIDUAL

<table>
<thead>
<tr>
<th>Promotions</th>
<th>White female</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Promotions</th>
<th>Hispanic male</th>
</tr>
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</table>

No promotions occurred during the reporting period.
B. **SERVICE MAINTENANCE/CUSTODEANS**

No promotional goals were established and no promotions during the reporting period.

III. PROGRAM

The Office of Diversity and Equity (ODE) focused its recruitment activities on those areas where difficulties are identified. The ODE collaborated with Human Resources (HR), 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 to the achievement of the 2017-18 established goals.

The ODE expanded its recruitment activities in an effort to recruit qualified personnel in those areas where difficulties were identified. ODE worked with HR, 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 2017-2018 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, ODE 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 2017-2018 Program Goals**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description of Goal</th>
<th>Progress towards Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recruitment &amp; Equitable Search Process Continued Internal SUOAF Search Process</td>
<td>The recommendations of the Employee Advisory Committee’s Internal Search Process Subcommittee will be forwarded to HR for consideration. We are seeking to document the internal process in the hiring manual.</td>
<td>Achieved: HR will conduct the analysis and review of the Internal Process to ensure ODE received necessary applicant information. Continued efforts needed in this area for 2018/2019 plan.</td>
</tr>
<tr>
<td>2. Promotion of Equal Opportunity and Harassment-free Workplace Training</td>
<td>ODE will continue to conduct training sessions specifically targeting hiring managers and search committee chairs and members. This training will focus on such topics as implicit bias, role of hiring managers and search committee members, or equitable hiring/recruitment standards.</td>
<td>Achieved: During the reporting period, ODE conducted one session on implicit bias and will continue to incorporate this annually.</td>
</tr>
</tbody>
</table>
| 3. **Promotion of Equal Opportunity and Harassment-free Workplace**  
Employee Climate Survey | ODE will continue to provide structured training programs for the members of the newly established employee advisory committee and other training opportunities for the entire EAC membership. | Achieved: See assignment of responsibility section. This will be a standing practice. |
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<td></td>
<td>ODE will also provide specialized training programs based on needs identified in departments, from internal complaints/investigations or as requested by university faculty, staff or students.</td>
<td>Achieved: ODE conducted sessions on race, implicit bias, and LGBT inclusion during the reporting period. This will be a standing practice.</td>
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<tr>
<td></td>
<td>ODE will provide new online Title IX training.</td>
<td>Achieved: Implemented No More online training program.</td>
</tr>
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</table>
| 4. **Foster a Safe and Inclusive Work Climate**  
Campus-wide and community events to honor the contributions of our faculty and staff from underrepresented groups. | CCSU will administer the staff/faculty employment survey on gender-based discrimination during the fall 2017 semester. Once completed, the results will be analyzed and provided to university leadership. | Achieved: Survey created and conducted. An analysis was distributed to executive committee. |
| | Organize two campus events to celebrate the contributions of our LGBTQ and African American communities, Rainbow Breakfast and Recognition Ceremony and MLK Breakfast Celebration, respectively. External community members will also be invited to increase internship opportunities for students and recruit part-time faculty members. | Achieved: Both events took place and exceeded participation expectations. Both events will continue going forward and will be part of our diversity appreciation events. |
Central Connecticut State University announces the search for a new Provost and invites expressions of interest, nominations, and applications. Central seeks an energetic and courageous partner to collaborate with its recently named president, Dr. Zulma Toro. The oldest public institution of higher education in Connecticut and the largest of its regional comprehensive universities, Central is a very strong financial position and enjoys stable enrollments. It has a strong commitment to serve its students and the increasingly diverse region of which it is a part. Under Toro’s leadership, it is poised to grow both in size and in the effectiveness with which it fulfills its mission.

As chief academic officer, the provost is a key partner in academic decision-making, providing leadership in all academic matters and working collaboratively with deans, faculty, staff, and administration to further the University’s mission and vision. The new provost will provide leadership in a variety of areas, including learning assessment; student success programs; general education review; academic program assessment and planning; reaccreditation; faculty hiring and development; and creating an environment in which faculty entrepreneurship, research, and creative activity will flourish.

The ideal candidate will have a strong academic background and a history of successful academic leadership, including administrative experience at the level of dean or above; broad experience with the major issues and challenges of academic affairs; and the ability to work collegially with students, faculty and staff, below institution, and members of the broader community.

Central’s next provost will be a strong and proven academic leader who can make the case for liberal arts education and professional preparation, who has broad and successful experience dealing with the major issues and challenges of academic affairs, and who is comfortable working with a high degree of transparency and accountability in an environment of shared governance.

The ideal candidate will have:
- An academic record sufficient to warrant appointment as a full professor in one of Central’s academic departments
- Strong record of successful and innovative academic leadership, including administrative experience at the level of dean or higher
- An understanding of the role of student-centered education and Strong commitment to the priorities of student-centered education
- Thorough understanding of assessment and experience with successful assessment programs; experience with general education assessment and revision
- Experience increasing student success; demonstrated skills of financial management and planning
- A record of support for efforts to increase diversity and promote inclusion
- An understanding of fundraising and the ability to guide and support the dean in expanding their fundraising efforts
- Experience working in a public institution of higher education and commitment to shared governance and experience working in a collective bargaining environment
- History of significant work with community groups and organizations
- Good communication and public relations skills
- A strong work ethic and high energy and the highest integrity.

Central Connecticut State University is an affirmative action employer.

Applications and Nominations

To apply, candidates must send a letter of application in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vitae, and contact information (name, phone number, and email address) for five references in a single MS Word or PDF document to provostsearch@ccsu.edu.

For full consideration applications should be received by October 21, 2023. Nominations and applications will be held in the strictest confidence; references will not be contacted without the candidate’s expressed permission. For more information about Central Connecticut State Colleges and Universities, visit www.ccsu.edu. For more information on the position, please visit www.ccsu.edu, www.city-data.com/top/New-Britain_Connecticut.html and www visiteconnecticut.com.

Central Connecticut State University is committed to a policy of equal opportunity and affirmative action for all qualified persons. It is an affirmative action employer. CCSU actively seeks and encourages applications from women, minorities, persons with disabilities, and individuals with protected veteran status. The University provides reasonable accommodations to qualified individuals with disabilities upon request.

For more information contact Ms. Ellen Konrad, CCSU Human Resources at ekonrad@ccsu.edu.

Central Connecticut State University is an affirmative action and equal-opportunity employer.

Central Connecticut State University is an affirmative action and equal-opportunity employer.

Central Connecticut State University is an affirmative action and equal-opportunity employer.
Central Connecticut State University invites applications for two full-time, tenure-track faculty positions in the Accounting Department within the School of Business, effective 2028-2029 academic year. The successful candidate will teach undergraduate and/or graduate courses in accounting. Candidates are expected to contribute actively and effectively to student growth, service, and scholarship and also expected to be committed to multiculturalism and to working with a diverse student body.

Required Qualifications:
- Doctorate in Accounting or equivalent from a regionally accredited university, ABD with an August 2028 completion date will be considered.
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications:
- Two years of college teaching accounting-related topics at the undergraduate and/or graduate level.
- Established record of, or demonstrated potential for, high-quality research to meet AACSB's classification as Scholarly Academic or Scholarly Practitioner
- Extensive experience in accounting (Manager level experience)
- Professional accounting certification (CPA preferred)

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 13,700 students: 9,100 undergraduates, and 2,600 graduates. CCSU is richly diverse; more than 30 percent of students are of traditional minority heritage. Visit our website at http://www.ccsu.edu.

The Community: CCSU is located in New Britain, a city of some 78,000, 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 is a part of cultural opportunities, including the New Britain Symphony Orchestra, two theaters, 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 October 10, 2027. 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:
- 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 (official copies will be required)—must be in the order given below:
  - Letter of interest addressing the qualifications for the position including a statement on demonstrated scholarship & publications
  - Current curriculum vitae
  - Three years full-time post BSW clinical social work direct practice experience
  - Commitment to serving culturally, ethnically and linguistically diverse communities
  - College teaching experience in a variety of social work board and practice courses such as research methods, human behavior and the social environment, generalist practice & policy

Preferred Qualifications:
- Doctorate in Social Work or Ph.D. or Ed.D. in a related field
- MSW from a CSWE accredited university
- Three years full-time post BSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work board and practice courses such as research methods, human behavior and the social environment, generalist practice & policy

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 13,700 students: 9,100 undergraduates, and 2,600 graduates. CCSU is richly diverse; more than 25 percent of students are of traditional minority heritage. Visit our website at http://www.ccsu.edu.

The Community: CCSU is located in New Britain, a city of some 78,000, 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 theaters, and an extensive park system. The University is approximately two hours (by car) from both Boston and New York City.

Please submit the following:
- Letter of Interest addressing all the qualifications for the position including a statement on demonstrated scholarship & publications
- Current curriculum vitae
- Three years full-time post BSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work board and practice courses such as research methods, human behavior and the social environment, generalist practice & policy
- Three years full-time post BSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work board and practice courses such as research methods, human behavior and the social environment, generalist practice & policy

Application and Appointment: For full consideration, applications must be received by October 10, 2027. 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:
Assistant Professor (C18-02B)
Psychological Sciences Department

Central Connecticut State University invites applications for a tenure-track, ten-month position in the Psychological Sciences Department. The successful candidate will teach undergraduate courses in (a) psychology and/or sensation and perception and contribute actively and effectively to student growth, service, and scholarship. Experience teaching research methods and/or statistics is preferred. Additional courses include introduction to psychology and advanced undergraduate and graduate courses in the candidate’s field of expertise. Candidates are expected to be committed to institutionalization and working with a diverse student body.

Required Qualifications
- Ph.D. in Psychology with specialization in Biopsychology or in related field by June 2018.
- Evidence of effective teaching.
- Evidence of active research, e.g., publications and presentation at professional conferences.
- A programmatic research plan.
- Commitment to serving culturally, ethnically, and linguistically diverse communities.

Preferred Qualifications
- College level teaching experience.
- Ability to teach research methods and/or statistics.

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The Community: CCSU is located in New Britian, a city with a population of more than 70,000, within a 15-minute drive to the state capital of Hartford. CCSU is currently in a large-scale community engagement initiative, designed to more effectively embrace our communities as the "Heart of Central Connecticut." Pursuing a range of partnership arrangements with area businesses, schools, agencies, and more, this initiative will create significant new opportunities for student internships, faculty research, as well as an expanding array of cultural collaborations with the New Britain Symphony Orchestra, city theaters, the world-renowned New Britain Museum of American Art, and other area attractions.

Application and Appointment: For full consideration, applications must be received by January 20, 2018. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.csu.edu/hr 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.

Application and Appointment: For full consideration, applications must be received by January 15, 2018. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.csu.edu/hr or click on Apply Now and electronically submit the following:
- Letter of interest addressing all qualifications for the position.
- Current curriculum vitae.
- Unofficial transcripts for highest degree and any other relevant graduate degrees.
- Three letters of recommendation from universities.
- Letters of three current professional references with addresses, email addresses and telephone numbers.

Emailed or mailed copies will not be accepted. Additionally, please ask the three references to send letters of recommendation as a single attachment to the chair of the English Department, Dr. Stephen Cohen, at cohen@csu.edu. Candidates who have not yet been granted terminal degree should include in these three letters a letter from their thesis advisor stating anticipated date of completion and degree conferred.

For more information, contact Dr. Stephen Cohen at 860-832-7191 or cohen@csu.edu. Please make sure your faculty search number is listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.

Assistant Director (C18-02D)
Director of Writing Center

Central Connecticut State University’s English Department invites applications for a full-time, tenured assistant professor of English to direct the University’s Writing Center. The successful candidate will direct an English department that has a Director of Composition, a Developmental Writing Specialist, a graduate TESOL program, and a vibrant Writing Center. The Writing Center Director will provide leadership in building an effective resource for students and faculty, including the full-time position of the position include establishing a vision for the center, articulating and assessing the center’s goals and objectives; hiring and training tutors; overseeing the assistant director(s); providing professional development opportunities for the Writing Center staff; promoting and publicizing the services of the Writing Center; and developing an area workshop. hose candidates should include a letter of interest addressing all the qualifications for the position, a current CV, three current professional references with addresses, email addresses and telephone numbers. CCSU is a full-service university with a diverse student body.

Required Qualifications
- Ph.D. in Composition/Teaching, Writing Center Studies, English, or equivalent (ABD candidates must complete degree by June 2018.)
- Demonstrable experience and training in writing center theory and administration and knowledge of best practices in the field.
- Three years experience teaching writing at college level and/or working in college writing center.
- Commitment to serving culturally, ethnically, and linguistically diverse communities.

Preferred Qualifications
- Specialization in writing with CSSE; written and/or first-generation college students.
- Record of scholarly publication in field.
- Experience in Writing across the Curriculum or Writing in the Disciplines.
- Outstanding organizational skills.
- Demonstrated ability to work collaboratively.

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Assistant Professor Tenure Track Position Search MC18-024
Pharmacy and Pharmaceutical Sciences

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 growing a multidisciplinary department offering a B.A. in Criminology and a M.S. in Criminal Justice. Candidates are expected to be committed to multicultural and working with a diverse student body.

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 June 2018 (Ph.D. is not considered a terminal degree for this position).
- Demonstrated commitment to serving culturally, ethnically and linguistically diverse communities.
- Excellent written and verbal communication skills.

Preferred Qualifications:
- Areas of specialization are open. Priority will be given to those applicants with expertise in areas that complement the current faculty member's areas of specialization (please visit the Department webpage/faculty profiles).
- College and/or University teaching experience in a regionally accredited institution.
- 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 community engagement and professional service, especially with underserved populations.

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Application and Appointment: For full consideration, electronic applications must be received by January 15, 2018 for an August 2018 appointment. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/Job or click on Apply Now and electronically submit the following:
- Letter of Interest addressing all the qualifications for the position
- Curriculum Vitae
- Statement of three professional references with addresses, email addresses and telephone numbers.
- A cover letter (in text; do not attach a separate cover letter)
- ABD candidates—letter from thesis advisor stating anticipated date of completion.

Email or mailed copies will not be accepted. For more information contact Dr. Susan Kinski, Search Chair at stuffon@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 (MC18-024)
Educational Leadership

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 CEC-recognized leadership programs beginning Fall 2018. Currently offering Master (M.Ed.) degrees in Teacher Leadership and Educational Technology, post-Master licensure programs for Intermediate school leaders (Six-Year Certificate) and for supervisors, and an Ed.D. in Educational Leadership with a K-12 and Higher Education strand, the department provides leadership at national, state, and local levels, related to learning and assessment, professional and organizational learning, social justice, education policy, and educational technology. The department also plays a role in the delivery of undergraduate teacher preparation courses. License programs are NCATE/CAEP/CEC-recognized. The department is proud of a vibrant network of formal and informal partnerships with local schools, districts, and educational agencies. District and regionally based cohorts are a distinctive element of our State School Leader licensure program.

We are currently searching for a new colleague who will thrive in a collaborative department that encourages 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 graduate student candidates for administrative licensure such as chaperones, assistant principals, principals, and as assistant superintendent of schools, and teaching and supervising Ed.D. candidates, including supervision of dissertations. The individual selected is expected to pursue a productive research agenda consistent with the mission of the department, and to engage in research with strong connections to practice.

Required Qualifications
- Doctorate in education with emphasis in educational leadership and administration or closely related field of study.
- 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; 2) teaching/learning/curriculum; 3) social emotional learning; 4) educational development, school improvement, and teacher leadership; 5) family and community engagement with schools; and 6) educational policy.
- U.S. public school teaching experience.
- Research that focuses on leading, teaching, and learning in K-12 settings; and,
- Commitment to preparing educators to support social justice, equity, diversity, and a culture of success for all children.

Preferred Qualifications
- Background appropriate to teach research methods, particularly quantitative methods, for advising doctoral student research in topics related to leadership and school improvement;
- Successful experience teaching educational leadership courses at the graduate level;
- Content preparation and experience focused on English Learner or Special Education;
- Demonstrated expertise in online course design and delivery;
- A research agenda that addresses leadership issues including social justice and equity;
- Experience in U.S. public education as a district and/or school leader; and,
- Experience with accreditation (CAEP/NCATE/CEC) and implementation of performance assessment.

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Application and Appointment: For full consideration, applications must be received by January 15, 2018. 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/Job or click on Apply Now and electronically submit the following:
- Letter describing all qualifications for the position
- Detailed curriculum vitae
- Samples of three recent research-based publications or other scholarly work (such as funded grants, manuscripts in progress, or conference presentations)
- Names of three current professional references with mail and e-mail addresses, and phone numbers
- Unofficial transcripts

No hard or emailed copies are accepted. Please make sure your Social Security Number is not listed on any documents submitted. Send any personally identifiable information.

For more information, contact Dr. Michelle Watson at (860) 831-2576 or mawatson@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.
Assistant/Associate Professor of Social Work—Clinical (CSE-035)
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 CWA-accredited undergraduate social work program and contribute actively to student growth, service, and scholarship. Additional responsibilities include academic advising, serving on academic and university committees, and service to the university and the community.

Required Qualifications:
- Doctorate in Social Work or related field including a (DI) ABSW considered if the completion of the doctorate is by June 1, 2018
- MSW from a CWA-accredited university
- Three years full-time post MSW clinical social work in 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, and policy

Preferred Qualifications:
- Demonstrated research, scholarship, and publication
- Experience in field coordination
- Communication and interpersonal skills sufficient to work effectively with a diverse array of students and colleagues

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The Community: CCSU is located in New Britain, a city of 80,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Art and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, two theaters, 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 October 31, 2017. Salary and rank are commensurate with experience and qualifications. To begin the application process, go to www.ccsu.edu/ohr and electronically submit the following:
- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Statements of three current professional references with addresses, email addresses and telephone numbers

For questions or additional information contact Ms. Carole A. Hofer, Chair, Department of Social Work at 860-932-3096 or hoferca@ CCSU.edu. Please make sure your Social Security Number is listed on any documents submitted.

Application and Appointment: For full consideration, applications must be received by January 15, 2018. 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/ohr 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
- Two statements: 1) Statement of Research; 2) Philosophy of Teaching
- Unofficial transcripts of all coursework in mathematics (within 5 years)

For AB candidates, letter from thesis advisor stating anticipated date of completion. Emailed or mailed copies will not be accepted. For more information contact Dr. Thomas A. Fidler, Chair of the Mathematics Education Search Committee at 860-932-3612 or fidler@ccsu.edu. Please make sure your Social Security Number is listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.
Assistant/Associate Professor (IB-017)
Department of Literacy, Elementary, and Early Childhood Education
Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Literacy, Elementary, and Early Childhood Education. The successful candidate will teach undergraduate and graduate courses in early childhood and elementary education in related areas of expertise; coordinate field and practicum placements for candidates; supervise candidates in field and practicum experiences; engage in academic advising; contribute to the program and department, through activities related to accreditation, recruitment and retention, programmatic work, and other program and departmental needs. The successful candidate will 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
- PhD in literacy development, early childhood or curriculum and instruction with early childhood and/or infant/toddler mental health concentration. The completion of a doctorate is required by the time of appointment.
- Evidence of teaching effectiveness in graduate- and undergraduate-level courses.
- Record of scholarship and professional impact in the field of early childhood studies and/or infant/toddler mental health.
- Professional experience working collaboratively with state- or federally-funded agencies or schools, or community partners serving families especially with infant/toddler and young children in diverse settings.
- Commitment to serving culturally, ethnically and linguistically diverse communities.
- Excellent written and verbal communication skills.

Preferred Qualifications
- Evidence of an Intensive focus on birth-3 care and education including one or more expertise in the following area: early childhood special education, early intervention, community-based education.
- Evidence of successful grant writing, program assessment, and program coordination.
- Strong background in literacy.
- Demonstrated knowledge of the NAEYC professional standards and the accreditation process.

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Application and Appointment: For full consideration, applications must be received by 6:00 PM, October 27, 2021. 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/ibap and 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.
- Proposal of research capability for undergraduate involvement.
- Emailed or mailed copies will not be accepted. For more information contact Dr. Clay Crandall at ccrandall@ CCSU.edu. Please make sure your Social Security Number is NOT listed on any document submitted.

CCSU is an affirmative action and equal opportunity employer.
Current curriculum vitae including the names of three current professional references with address, email addresses, and telephone numbers.

Statement of teaching philosophy

Teaching evaluations

A sample of recent research and a research agenda.

Transcripts (Unofficial copies are acceptable; if selected, official copies will be required.)

Emailed or mailed copies will not be accepted. For more information, contact Dr. Christina Robinson at 860-823-2727 or christina.robinson@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor (CIM-G37)

Manufacturing & Construction Management Department

Central Connecticut State University invites applications for a full-time, tenure-track position as an Assistant Professor in the Manufacturing & Construction Management Department. The successful candidate will teach undergraduate and graduate courses in construction science and management, 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 Ph.D. or doctorate in Construction Management, Civil Engineering, Architecture or a closely related field (AAB candidates considered if dissertation will be completed by June 2018.)
- Two years’ professional work experience in the construction industry
- Excellent oral and written communication skills
- Commitment to serving culturally, ethnically and linguistically diverse communities

Preferred Qualifications

- Evidence of scholarly activity including peer reviewed publications and funded grant activity
- Five years’ professional work experience in the US construction industry
- Teaching experience at the university level
- Capacity to teach a variety of construction management subjects and demonstrated expertise in one or more of the following areas: surveying, building systems, field operations, project management, construction law, or BM

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Application and Appointment: For full consideration, applications must be received by January 15, 2018. Salary will be commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/hr or click on Apply Now and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Statement describing the candidate’s research interests and teaching philosophy
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers

For ABD candidates, letter from dissertation advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Jacob Kowal, Search Committee Chair, at 860-823-2883 or jkowal@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor of Statistics/Actuarial Science (CIM-028)

Mathematical Science Department

Central Connecticut State University invites applications for a full-time, tenure-track position in the Mathematical Sciences Department. The successful candidate will teach undergraduate and graduate courses in actuarial science and statistics as well as contribute actively and effectively to student growth. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in actuarial science, statistics, or a related field.
- Potential for excellence in teaching actuarial science and statistics classes.
- Evidence of research potential in actuarial science and/or statistics.
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications

- Evidence of scholarly activity such as publishing in an academic journal or academic conference proceedings.
- Interest and progress in pursuing professional designation in actuarial science through actuarial examinations.
- Teaching experience in actuarial science and statistics classes such as mathematical statistics, actuarial models, material from the SIC/ACS exams.

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Application and Appointment: For full consideration, applications must be received by February 1, 2018. 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/hr or click on Apply Now and electronically submit the following:

- Letter of interest addressing all the qualifications for the position.
- Current curriculum vitae.
- Three current professional references with addresses, email addresses, and telephone numbers.
ATHLETICS: ASSISTANT MEN’S BASKETBALL COACH [C18-051]

Central Connecticut State University’s Athletics Department invites applications for a full-time Assistant Men’s Basketball Coach. The successful candidate will be responsible for 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. The 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
- Three years coaching experience in the sport of college basketball
- Proven track record of compliance, rules and academic integrity
- Commitment to working with a diverse student body

Preferred Qualifications:
- Previous coaching or playing experience at Division I/II level

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- Letter of interest addressing all the qualifications for the position
- Current resume or curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone 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 Thomas Pelcsei at 860-831-3089 or pelcsei@ccsu.edu

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Assistant Professor of Human Anatomy/Physiology [C18-089]
Department of Biology

Central Connecticut State University invites applications for a full-time, tenure-track position in the Department of Biology. The successful candidate will be responsible for: 1) teaching Introductory Human Anatomy and Physiology; 2) developing and teaching upper-level courses in Human Anatomy and Physiology; 3) participating in the Department’s upper-level courses in Human Anatomy and Physiology; 4) developing a research program appropriate for the participation of undergraduate and Master’s level students; and 5) participating in the Biomedical Research Institute and the Medical Laboratory program. Candidates are expected to: 1) contribute to the development and delivery of a diverse student body.

Required Qualifications:
- PhD (or equivalent) in Biology or related discipline. The completion of a dissertation is required by the time of appointment.
- Evidence of capability of meeting all responsibilities listed above
- College teaching experience
- Demonstrated commitment to serving culturally, ethnically, and linguistically diverse communities

Preferred Qualifications:
- Preference given to candidates with expertise in cardiovascular or pulmonary physiology
- Teaching experience includes all aspects of course preparation and full course responsibility for the entire academic term, e.g., lectures, laboratory oversight and guest lectures
- College teaching experience
- Studies in human biology

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The Community: CCSU is located in New Britain, a city with a population of some 70,000, within a 15-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 theaters, and an active park system. The University is approximately two hours from both Boston and New York City. Applications and Appointment: For full consideration, applications must be received by November 15, 2017. Salary and rank are commensurate with qualifications and experience. Incomplete applications will not be considered. To apply for this position, 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 or curriculum vitae
- Three letters of reference from professional colleagues
- A statement of teaching experience

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- Letter of interest addressing all the qualifications for the position
- Current resume or curriculum vitae
- Names of three current professional/educational references with addresses, email addresses and telephone 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 Thomas Pelcsei at 860-831-3089 or pelcsei@ccsu.edu

CCSU is an affirmative action and equal opportunity employer.

Assistant Football Coach: Offensive Line [C18-062]
Department of Intercollegiate Athletics

Central Connecticut State University invites applications for Assistant Football Coach (Offensive Line) in the Department of Intercollegiate Athletics. The successful candidate will be responsible for assisting in the organization and administration of all aspects of the football 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. The position requires a strong sense of 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.

Central Connecticut is an NCAA Division I institution competing in the Football Championship Subdivision as a member of the Northeast Conference and is eligible for the NCAA automatic qualification to the NCAA Football Championship. CCSU student-athletes have achieved strong in-class achievements, and have a rich athletics tradition and historical legacy. Our Blue Demon Athletics core values of Hard Work, Commitment, Dedication, Passion, Power, and Pride are at the heart of everything we do.

Required Qualifications:
- Bachelor of Science/Air degree
- Experience as a football coaching assistant
- Successful completion of NCAA coaches course
- Minimum of three years coaching experience
- Excellent communication and administrative skills

Preferred Qualifications:
- Experience in recruiting, on-field instruction, practice/plan development, and administrative responsibilities
- Excellent communication and organization skills
- Master’s degree

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- Letter of interest addressing all the qualifications for the position
- Current resume or curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone 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 Thomas Pelcsei at 860-831-3089 or pelcsei@ccsu.edu

CCSU is an affirmative action and equal opportunity employer.
Assistant to the Director of Residence Life/Residence Director (CSU-004)
Department of Residence Life

Central Connecticut State University invites applications for a full time Assistant to the Director of Residence Life/Residence Director in the Department of Residence Life. This is a 10-month, full-time, professional staff position responsible for the overall quality of life in University residence halls. The emphasis of this position is on establishing and maintaining an atmosphere conducive to personal growth, community building, and academic advancement. Candidates are expected to be committed to multiculturalism and working with a diverse student body. 

Required Qualifications:
- Bachelor's degree
- Two years (FT/PT) of relevant housing experience which equips the applicant to relate effectively to resident university students and staff
- Commitment to serving a diverse student body

Equivalent combination of training and experience may be considered.

Preferred Qualifications:
- Recent residence life work experience at a college or university setting
- Experience with Interschool Office and Associated Dwellers
- The Housing Director and/or other housing management software
- Experience with operational needs of a residence hall (e.g., submitting work orders, inventory control)
- Supervision of resident assistants
- Demonstrated experience advising student organizations (e.g., clubs, hall council)
- Experience developing and providing training to college/university setting
- Demonstrated experience with crisis management including student conduct

The University: CSU is one of four universities in the Connecticut State Colleges & Universities system. Excelent professors and a wide array of academic programs prepare students for success in whatever field they choose. CSU’s motto is more than a slogan; it reflects the University’s commitment to students: “Start with a dream. Finish with a future.” CSU serves approximately 13,200 students - 5,500 undergraduates, and 7,700 graduates. CSU 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: CSU is located in New Britain, a city of some 72,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Art and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, two theaters, 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 May 3, 2017. Salary is competitive with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/career or click on CampusLink and electronically submit the following:
- Letter of interest addressing qualifications for the position
- Current resume

Central Connecticut State University is an affirmative action and equal opportunity employer.

Assistant Director (CS-009)
Office of Recruitment and Admissions

Central Connecticut State University invites applications for a full-time Assistant Director in the Office of Recruitment and Admissions. The successful candidate will recruit, advise, and counsel incoming students regarding University programs, admission requirements, procedures and related matters with special emphasis on high school and transfer students including making decisions on applications for admissions to the University. This position requires some evening and weekend work, and overnight travel particularly during the fall. Occasional out-of-state travel is required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:
- Bachelor's degree
- Demonstrated high quality interpersonal communication skills
- Ability to mentor administrative staff
- Demonstrated ability to group knowledge of academic programs offered by the University
- Committed to diversity and sensitive to the needs of economically underserved students

Preferred Qualifications:
- Master’s degree
- Three (FT/PT) year’s experience in recruiting, admissions, and enrolling
- Strong analytical skills including the ability to take initiatives
- Computer proficiency, e.g., Microsoft Office Suite, social media, student information systems (Herrupted), and spreadsheets
- Written and verbal communication skills including the ability and enthusiasm to interact with students and families from a wide range of backgrounds
- Proficiency in Arabic, Polish or Spanish
- Valid driver’s license
- Ability to drive 25 lbs. or without accommodation

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The Community: CSU is located in New Britain, a city of some 100,000, within a 50-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 theaters, 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 May 3, 2017. Salary is competitive with education and experience. Minimum salary is $42,809. Incomplete
American Art and offers a range of cultural opportunities, including the New Britain Symphony Orchestra, two theaters, 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 May 19, 2017. Salary is commensurate with educational and experience; minimum salary is $32,489. Incomplete applications will not be considered. To begin the application process, go to www.csu.edu/admissions, or click on Apply Now and electronically submit the following:

- Letter of Interest addressing qualifications for the position
- Letter of Reference
- Names of three current professional references (including a supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. Candidates selected for on-campus interviews will be asked to make a presentation. For more information contact Dr. Peter LaRocque, Search Chair and Professor of Physics at 860-432-2893 or larocque@csu.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 Director of Graduate Recruitment and Admissions (R17-049)
School of Graduate Studies
Central Connecticut State University invites applications for a full-time Assistant Director of Graduate Recruitment and Admissions in the School of Graduate Studies. The successful candidate will assist the Associate Director in advancing the graduate admissions program of the University and will be responsible for the screening and notification of new graduate students. This position requires some evening and weekend work. Occasional out-of-state travel is required. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor’s degree
- Minimum of three years of professional work experience in admissions, higher education or related field
- Knowledge of SIC Banner or similar software system
- Demonstrated excellent interpersonal communication skills and ability to master administrative functions
- Demonstrated ability to grasp knowledge and communicate information about all academic programs offered at the University
- Commitment to serving a diverse student body

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

Other Position Requirements:

- Valid driver’s license
- Ability to travel 25 lbs. with or without accommodations

Preferred Qualifications:

- Master’s degree
- Professional recruitment work experience at the university undergraduate and/or graduate level
- Experience with administrative functions such as evaluating and making decisions on admissions applications
- Demonstrated experience with identifying and implementing recruitment outreach activities of underrepresented, diverse populations
- Computer proficiency, e.g., Microsoft Office Suite and data-based systems such as Customer Relationship Management (CRM)
- Demonstrated professional presentation skills
- Demonstrated experience with social media in a professional setting

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Applications and Appointment: For full consideration, applications must be received by January 5, 2018, with an anticipated starting date of April 1, 2018. Salary is commensurate with education and experience; starting salary of $33,000. Incomplete applications will not be considered. To begin the application process, go to www.csu.edu/app, or click on Apply Now 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

Advising and Career Exploration Specialist (R18-002)
CCSU Explore Center

Central Connecticut State University invites applications for a full-time, Advising and Career Exploration Specialist in the CCSU Explore Center. The successful candidate will assist student populations in the development of academic and career paths through individual counseling and group activities on self-assessment, major selection, career exploration, experiential learning opportunities, and job search strategies. Candidates are expected to be committed to multiculturalism and working with a diverse student body. Occasional evening and weekend hours are required.

Required Qualifications:

- Bachelor’s degree
- Two years of experience in relevant student support services
- Commitment to serving a diverse student body

Equivalent combination of training and experience may be considered.

Preferred Qualifications:

- Master’s degree
- Two years of academic advising experience at a higher education institution
- Experience with or one of the following: student information system, e.g., Banner and degree auditing platforms
- Knowledge of career assessment instruments, e.g., Focus Holland; Myers Brigg
- Proficiency using Microsoft Suite, e.g., Word, Outlook, Power Point, and Excel
- Excellent communication and presentation skills

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- Letter of Interest addressing qualifications for the position
- Current resume
- Names of three current professional references with addresses, email addresses and telephone numbers
Central Connecticut State University is an affirmative action and equal opportunity employer.

Institutional Review Board (IRB) Administrator (IRB-030)  
Department or Division

Central Connecticut State University invites applications for a full-time Institutional Review Board (IRB) Administrator. The IRB will report to the Associate Vice President Academic Affairs/Dean for the School of Graduate Studies. The successful candidate IRB Administrator will have primary responsibility for the administration of the CSU Institutional Review Board ensuring compliance with federal regulations, and acting as the primary contact person for all investigators involved in human subjects research. The IRB Administrator oversees the confidential/trial review and approval process of all research activities involving human subjects to protect their rights, safety, and welfare. Candidates are expected to be committed to multitasking and working with a diverse student body.

Required Qualifications:
- Bachelor’s degree in science or social science
- Four years of experience in research support with a minimum of one year dealing with clinical, behavioral or social science-based research
- Demonstrated ability to work cooperatively and collaboratively with administration, faculty and students, and ability to organize and facilitate data using computer systems
- Ability to effectively and professionally communicate with all levels of the University
- Computer proficiency in word processing, database development, email or the ability to rapidly master these applications
- High degree of attention to detail and ability to function in a fast-paced office environment
- Commitment to serving a diverse student body

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

Preferred Qualifications:
- Master’s degree
- Two years’ work experience as an IRB professional or administrator
- Certified IRB professional
- Proficiency working with Microsoft Office, e.g., Excel, PowerPoint, Word

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Application and Appointment: For full consideration, applications must be received by January 30, 2018. Salary is commensurate with education and experience; starting salary $60,000.

Institutional Review Board (IRB) Administrator (IRB-030)  
Department or Division

Central Connecticut State University invites applications for a full-time Recreation Specialist in the Recreational area of the Student Activities/Leadership Development Department. The successful candidate will provide services to the residence life/infrastructure programs including particular responsibility for the development and coordination of intramural, recreational, club sport programs, facilities and event management, and athletics facilities supervision. The incumbent helps to establish policies and procedures, and provides direction and leadership to the Department. This position involves significant evening and weekend hours, and demonstrates actively and effectively to student growth, service, and scholarship. Candidates are expected to be committed to multitasking and working with a diverse student body.

Required Qualifications:
- Bachelor’s degree
- Appropriate strength and conditioning certifications
- Three years’ experience in athletics administration
- Previous experience in the administration of intramural and recreational programs, and implementation of strength training and fitness programming
- Computer skills including experience with word processing and graphic design package
- Commitment to serving a diverse student body

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

Preferred Qualifications:
- Master’s degree in Sport Management or Athletics Administration or other relevant areas including Higher Education Administration, College Student Personnel, or Student Development in Higher Education
- Coaching experience
- Experience leading club sports and event planning
- Experience managing student employee programs
- Experience managing departmental operations and budget
- Experience using Event Management Software (EMS Enterprise) for scheduling facilities

Equivalent combination of training and experience may be considered.

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Application and Appointment: For full consideration, applications must be received January 26, 2018. Salary is commensurate with education and experience; minimum salary is $52,485. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/hr, or click on Apply online 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 Kathy Feiler at 860-831-1982 or Feiler@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 Director of the Student Center-Operations (C19-044) Student Affairs

Central Connecticut State University invites applications for a full-time, Assistant Director of the Student Center in the Division of Student Affairs. Under the supervision of the Associate Director of the Student Center, the incumbent of this position is responsible for development, scheduling and administrative support of non-academic activities and events held on campus. Candidates are expected to be committed to multicultural and working with a diverse student body.

Required Qualifications:

- Bachelor’s degree
- Two years of administrative experience in a college or university
- Demonstrated ability in scheduling, development and the implementation of programming policies, staff supervision and technical support services
- Commitment to serving a diverse student body

Preferred Qualifications:

- Master’s degree in Student Affairs Administration, Student Development or College Student Personnel
- Experience in student unions, residence life, student involvement or student activities leadership in a higher education setting
- Experience with MS Office Suite and Event Management System (EAMS) software or similar system
- Ability to build strong working partnerships across the institution and with external constituents
- Demonstrated effective communication skills

Central Connecticut State University is an equal opportunity, affirmative action employer.

Assistant in Fiscal Affairs (C18-635) Fiscal Affairs Division

Central Connecticut State University invites applications for a full-time, Assistant in Fiscal Affairs (SEGU/Administrator II) in the Fiscal Affairs Division. All applicants will be considered for both vacant positions, one located in the Accounting Unit and one located in the Budget Unit. The successful candidate will perform a variety of accounting and budget tasks. Duties for the position include: Creates and maintains various financial spreadsheets for tracking, recording, analyzing and reporting purposes. Assists with meeting the financial information needs of the University community, Board of Regents System Office, regulatory agencies and other external parties. Assists in the preparation and reconciling process for systems on campus, including the on-line State payroll program Core CT and Banner. Assists with general accounting functions such as reconciliations, journal entries and financial reports. Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- Bachelor’s degree in accounting or business related field
- Two years of work experience in accounting or business related area
- Demonstrated knowledge and ability in the use of personal computer equipment and standard office software including that supported by the University (Microsoft Office Suite)

Preferred Qualifications:

- Attention to detail and ability to work independently
- Experience with financial systems, e.g., PeopleSoft, Banner, QuickBooks
- Proficiency in Excel, e.g., formulas, pivot tables, vlookup

Central Connecticut State University is an equal opportunity, affirmative action employer.
Application and Appointment: For full consideration, applications must be received by March 1, 2018. Salary is commensurate with education and experience. Salary range $53,200 to $80,000 with excellent fringe benefits including tuition waiver for employer and eligible dependents at any of the Connecticut State Universities (Central, Eastern, Southern or Western). Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs, or click on "apply online" and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references identifying relationship to applicant, addresses, email addresses and telephone numbers

No hand or emailed copies will be accepted. For more information contact Sharon Goodby at 860-832-5453 or sgoodby@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.

Diversity Associate, Office of Diversity and Equity

Central Connecticut State University invites applications for a full-time Diversity Associate in the Office of Diversity and Equity. The successful candidate will perform a variety of duties relating to affirmative action, discrimination and Title IX complaints, contract compliance, and diversity initiatives. In addition, the associate will be the lead person in equipping and leading training opportunities related to diversity and Title IX issues. Some evening and weekend hours will be required.

Required Qualifications:
- Bachelor’s degree from a regionally-accredited institution
- Three years of full-time professional work experience supporting Equal Opportunity, Affirmative Action or Title IX programs
- Demonstrated ability to develop and edit complex statistical reports including the ability to use database management, spreadsheet, and statistical software, e.g., Microsoft Office Suite, SPSS
- Experience dealing with complaints in the areas of diversity and equity, human resources, student conduct or conflict resolution, e.g., as an Investigator, advocate or contract officer
- Demonstrated ability to work independently and within a team environment
- Excellent organizational and communication skills
- A record of making deadlines and managing multiple tasks with exceptional follow-through skills
- Proven commitment to serving a culturally diverse university community

Preferred Qualifications:
- Master’s degree in human service field or a JD
- Knowledge of FERPA and other confidentiality laws
- Three years’ experience delivering training and/or Title IX training at a college or university
- Ability to effectively plan and implement training programs and activities in a timely fashion
- Supervisory or lead work experience

Equivalent combination of training and experience may be considered.

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well as an expanding array of cultural collaborations with the New Britain Symphony Orchestra, city theatres, the world renowned New Britain Museum of American Art, and other area attractions.

Application and Appointment: For full consideration, applications must be received by April 27, 2018. Salary is commensurate with education and experience; minimum salary $43,413. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/hr, or click on Apply Here and electronically submit the following in a single file:

- 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, telephone numbers and relationship to applicant

No hand or e-mailed copies will be accepted. For more information, contact Dr. Leanne Kolecany at 860-832-3140 or kolecany@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.

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**Environmental Health and Safety Assistant (EE7-02B)**

**OBS: Office of Environmental Health and Safety**

Central Connecticut State University invites applications for a full-time, Environmental Health & Safety Assistant in the Office of Environmental Health and Safety. The successful candidate will be responsible for assisting the Director of Environmental Health and Safety in the day-to-day management of all environmental health and safety programs at CCSU. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

**Required Qualifications**

- Associate degree in environmental science or related field
- Two years of related work experience
- Knowledge of chemical properties and hazardous waste techniques
- Basic knowledge of OSHA general industry safety standards
- Knowledge of proper food handling
- Good verbal and written communication skills
- Possess a valid CT driver’s license
- Must be able to successfully pass a medical examination, including respiratory protection, and lift fifty (50) pounds
- Commitment to serving a diverse university community

Equivalent combination of training and experience may be considered.

**Preferred Qualifications**

- Bachelor’s degree in a science-related field
- Possess one or more of the following certifications: OSHA 10, Sustainable, or HAZWOPER
- Experience working in an educational setting

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The Community: CCSU is located in New Britain, a city of some 76,000, within a 15-minute drive to the state capital in Hartford. New Britain is the 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 February 5, 2018. Salary is commensurate with education and experience; starting salary is $43,413. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/hr, or click on Apply Here and electronically submit all of the following:

- Letter of interest addressing qualifications for the position
- Current resume

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**GENERAL CONNECTICUT STATE UNIVERSITY**

**DEPARTMENT OF POLICE SERVICES: SCHOOL SAFETY OFFICERS**

**2 Vacancies**

**PLEASE FOLLOW THE INSTRUCTIONS AT THE BOTTOM OF THIS PAGE**

**General Description of Work: Candidates must have a valid Connecticut State or Federal police officer's Certifications. Selected candidates will be required to pass a background check and drug screening.**

**Location:** New Britain, CT

**Applications are accepted on a continuing basis until filled.**

**Qualifications:**

- Must have a valid Connecticut State or Federal police officer's Certification

**Minimum Education:** High School Diploma or equivalent

**Preferred Education:** Bachelor's degree

**Minimum Experience:** None

**Preferred Experience:** None

**Salary:** $35,960 to $60,000

**Benefits:**

- Full health insurance
- Full retirement
- Paid time off
- Sick leave
- Life insurance
- Disability insurance
- Dental insurance
- Employee assistance program

**Full-time Position:**

**Closing Date:** August 12, 2017

**Job Duties:**

- Engage in police officer activities as assigned
- Respond to emergencies and incidents as assigned
- Conduct investigations and inquiries as assigned
- Assist in the apprehension and arrest of suspects as assigned
- Perform other duties as assigned

**Eligibility Requirements:**

- Candidates must have a valid Connecticut State or Federal police officer's Certification

**Physical Requirements:**

- Ambulatory
- Vision
- Hearing

**Candidate Responsibilities:**

- Must have the ability to run up to 10 miles in a given period of time
- Must have the ability to climb stairs
- Must have the ability to lift and carry objects

**Functional Job Classification:**

- This job function is classified as a Public Safety Classification (PSC) staff.

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**APPLICATION INSTRUCTIONS:**

Please follow the link to complete the application process at the bottom of this page.
Qualifications: The successful candidate is expected to have a record of collaborative decision-making, a high standard of professional integrity, a strong sense of professional ethics, and the ability to be a persuasive and vocal defender of the liberal arts and social sciences. Required qualifications also include the following:

- A terminal degree in a discipline that offers preparation for the responsibilities of the position.
- Strong record of teaching, scholarship, and leadership.
- Experience in the recruitment and retention of diverse faculty, staff, and students.
- Experience with transparent planning, budgeting, and fiscal management in a complex organization.
- Demonstrated success in fundraising, and the solicitation of grants and contracts.
- Ability to develop and maintain strong external and external relationships with students, faculty, staff, other academic institutions, as well as business, non-profit, and governmental entities.
- Commitment to community engagement.
- Demonstrated commitment to promoting and supporting excellence in faculty and student research, particularly at the undergraduate level.
- Exemplary communication and interpersonal skills.

Preferred Qualifications:

- Experience working in a university environment.
- Experience working in a public institution of higher education.
- Evidence of encouraging, valuing, and mentoring high-quality teaching.
- Demonstrated interest in participating in university, regional, local, and national programs and/or partnerships.
- Successful experience outlining, soliciting, and stewarding major gifts in collaboration with the university development office.
- Proficiency in a language other than English.
- Ability to be a forward-thinking, collaborative leader who incorporates technology to enhance the educational experience of students.

Application & Appointment: For full consideration, applications must be received by December 22, 2022. Salary is competitive with education and experience; salary range is $145,000 to $190,000. Email or mail applications will not be accepted. Incomplete applications will not be considered. To begin the application process, applicants must go to www.cusu.edu/edjobs and submit the following in one single document:

- A letter of application addressing all the qualifications.
- A current curriculum vitae.
- Statements of educational and administrative philosophy; and,
- Names, titles, addresses, and telephone numbers of five current professional references who are able to address the candidate’s leadership, scholarship, teaching, and community engagement. One of the references must be a current or former supervisor.

Address letters of nomination to Dr. Guessia C. Lavender, Central State University, Search Committee Chair.

Central State University invites candidates with a commitment to equal opportunity and affirmative action for all qualified persons. Central State University does not discriminate in any employment practice, education, or educational activity on the basis of race, color, national origin, gender, age, religion, veteran status, disability, sexual orientation, gender identity or expression, or any other basis prohibited by federal or state law. Central State University is an Affirmative Action/Equal Opportunity Employer and encourages applications from women, members of minority groups, persons with disabilities, and individuals protected under veteran status.
Central Connecticut State University invites applications for a full-time Billing Administrator in the Burr’s Office (SSC/OF-Administrator I). The successful candidate will coordinate the billing and collection activities of the Burr’s Office. Duties for the position include: Handle day-to-day billing activities of the University, Oversight of University collections functions and application of late fees. Provide assistance in the delivery of Burr’s Office support services to the University community. Assist in the cultivation of Burr’s Office policies and department programs by planning, implementing and coordinating the activities of the various programs and events pertaining to the department. Prepare and distribute information to internal and external customers by phone, e-mail, and web portal, publishing informational sheets, brochures and/or web page). Coordinate activities with other campus departments for optimum utilization of resources. Assist the Burr’s Office Administrators in planning and implementation of orientation programs. Develop systems to control inventory, processing and maintenance of records, documents and similar materials. Create and maintain databases for monitoring various billing activities and prepare a variety of reports as needed. Conducts routine business such as referring customers to appropriate contacts, responding to customer inquiries, providing explanations as needed and resolving minor problems that may arise. May represent the University at required meetings and/or functions. Performs other duties and responsibilities related to these above which do not alter the basic level of responsibility of the position. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications

- Bachelor’s degree in accounting or business related field
- Two years of work experience in billing and collection services
- Demonstrated organizational skills and ability to establish office systems and procedures
- Demonstrated strong oral and written communication skills and the ability to work effectively with students, parents, staff, and the University community in a team environment
- Demonstrated knowledge and ability to utilize enterprise resource planning (ERP) software along with Microsoft Office suite programs, with proficiency in spreadsheet, database, publisher and word processing applications
- Demonstrated ability to manage multiple tasks and to analyze problems as well as recommend effective solutions
- Commitment to serving a culturally diverse student body

Preferred Qualifications

- Experience with higher education billing and collection
- Experience with education substantially comparable to the above 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 serves approximately 12,200 students: 9,560 undergraduates, and 2,600 graduates. CCSU is racially diverse: more than 25 percent of students are from communities of color. Visit our web site at http://www.csu.edu.

The Community: CCSU is located in New Britain, a city with a population of some 70,000, within a 10-minute drive to the state capital of culture-rich Hartford. CCSU is currently in a large-scale community engagement initiative, designed to more effectively embrace our communities as the "heart of central Connecticut." Pursuing a range of partnership arrangements with new businesses, schools, agencies, and more, this initiative will create significant new opportunities for student internship, faculty research, as well as an expanding array of cultural collaborations with the New Britain Symphony Orchestra, city theatres, and the world-famous New Britain Museum of American Art, and other area attractions.

Application and Appointment: For full consideration, applications must be received by February 23, 1990. Salary is competitive, with relocation and moving allowance. Reference salary $30,000. Incomplete applications will not be considered. To begin the application process, go to www.csu.edu/jobs or click on apply link 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 hand or emailed copies will be accepted. For more information contact Craig Schuur at 860-832-3033 or c.schuur@csu.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.
From: Mantel, Ellen (Human Resources)  
To: Tuesdays, August 1, 2017 3:20 PM  
Susk-Laniewski, Anna E. (Human Resources); Dari Canor; Diane Mazza; Fred Cratty; Gayle Osbun; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken Delisi; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Adel; Marlene Santiago-Cordero; Cavanaugh, Mary Nardo; (Human Resources); Mike Lopez; Paula Rice; Pegzi Boyce, Rose Butler; Steve Weinberger; SUOAF Designees  
Subject: SUOAF Position Announcement; Associate Director of Financial Aid  
Attachments: Associate Director of Financial Aid January 2017 Update.pdf  

Central Connecticut State University  
CSU-SUOAF Promotional Opportunity  

ASSOCIATE DIRECTOR OF FINANCIAL AID  
FINANCIAL AID OFFICE  
Administrator IV  

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 Ms. Sarah Leone: leone@ccsu.edu.  

Application Deadline: Applications must be received by August 15, 2017.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

DIRECTOR OF STUDENT DISABILITY SERVICES
DEPARTMENT OF STUDENT DISABILITY SERVICES
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 Ms. Jan Taddel at taddelja@ccsu.edu.

Application Deadline: Applications must be received by August 30, 2017.
Emails from appropriate campus services or community agencies and students in assessing the role of accommodations. 

Conduct on-going and end-of-year evaluation activities to assess the effectiveness of the services and satisfactory progress of students toward their academic goals.

Assure confidentiality for all service providers which reflect the privacy rights of all students clients of the office of Student Disability Services.

Serve an advisor to students organizations which promote University-wide understanding of disability issues.

Serve on committees as authorized by the Associate Dean of Student Affairs, and represent the Office of Student Disability Services in meetings, seminars and workshops, both on and off campus.

Perform other duties and responsibilities as assigned which do not alter the basic level of responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED

Master's Degree Special Education, Counseling, Social Work or related field. Two years of administrative experience with demonstrated ability to work with students, faculty and staff. Proven ability and experience working with students with disabilities and delivering services to them and recognized and proven ability to coordinate a large, multi-disciplinary program of student support services. Demonstrated strong oral and written communications skills and organizational skills. Demonstrated ability in utilizing Microsoft Office Suite programs. Knowledge of Assistive Technology/Adaptive Devices preferred. Experience and/or experience substantiating comparable to the above may also be considered.

PFLA Status: Reinstated.

Mantel, Ellen (Emeritus)
Mantel, Ellen (Human Resources)
Friday, August 25, 2017 12:03 PM
Sudhi- Lenczewski, Anna E. (Human Resources); David Carson; Diane Mazzu; Fred Cretz; Gwylie Osoba; Jay Zhu; Jesenia Miranda-Delgado; Kelsie Stokes; Ken Delika; Kremens; Zbigniew B. (Engineering, Science, and Technology); Louise Ardis; Marlene Santiago-Cordeno; Cavanaugh; Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designee
Hammond, Renon (Student Affairs); Taddie, Janelle (Student Affairs)
SUOAF Position Announcement: Director of Student Disability Services - EXTENDED DEADLINE

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

DIRECTOR OF STUDENT DISABILITY SERVICES
DEPARTMENT OF STUDENT DISABILITY SERVICES
- 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 Ms. Jan Taddie at taddleja@ccsu.edu.

Application Deadline: Applications must be received by September 5, 2017.

Ellen Mantel
Associate Director Employee & Labor Relations
Mantelj@ccsu.edu / (860) 832-1763 / (860) 832-3197
Central Connecticut State University
Davidson Hall, Room 101
1615 Stanley Street
New Britain, CT 06050-4010
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ADVISING & CAREER EXPLORATION SPECIALIST
EXPLORE CENTRAL
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) to Mr. Paul Rossitto at: rossittop@ccsu.edu.

Application Deadline: Applications must be received by September 18, 2017.
Central Connecticut State University
CSU-SUOA Promotional Opportunity

INSTITUTIONAL REVIEW BOARD (IRB) ADMINISTRATOR
SCHOOL OF GRADUATE STUDIES
Administrator IV

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 Dr. Glynis Fitzgerald at: fitzgeraldg@ccsu.edu.

Application Deadline: Applications must be received by November 8, 2017.

Ellen Mantel
Associate Director Employee & Labor Relations
Mantel@ccsu.edu / (P) (860) 832-1786 / (F) (860) 832-3157
Central Connecticut State University
Devinson Hall, Room 101
1115 Stanley Street
New Britain, CT 06050-4010

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Thursday, October 26, 2017 12:16 PM
To: SUSI-Lenzowow; Anna E. (Human Resources); Dari Carson; Diane Mazzu; Fred Cratty; Gayle Dubay; Jay Zhu; Jovanna Muleier-Delgado; Kehiwa Siken; Ken Delia; Kremsner; Zidellene B. (Engineering, Science, and Technology); Lourdes Artega; Marlene Sancho; Cordero Cavanaugh; Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Dave Weisenger; SUOA Designee

Central Connecticut State University

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOA-AD100

POSITION TITLE: Institutional Review Board (IRB) Administrator
BANK: Administrator IV
DEPARTMENT: School of Graduate Studies
SUPERVISOR: Associate Vice President Academic Affairs/Dean, School of Graduate Studies

FUNCTIONAL REPORT:
Directs, supervises, and assists in the operation of the Institutional Review Board.

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 Dr. Glynis Fitzgerald at: fitzgeraldg@ccsu.edu.

Application Deadline: Applications must be received by November 8, 2017.
Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)

Sent: Friday, November 3, 2017 11:15 AM

To: Sulli-Lenzczewski, Anna E. (Human Resources); Dariel Carson; Diene Maza; Fred Canny; Gayle Oubas; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken Orlich; Kremers; Zacislav B. (Engineering, Science, and Technology); Loundes Arce; Marlene Santiago-Cordova; Cavanagh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAP Designers

Cc: Hazan, Scott (SALD); Brooks, Charmagne (SALD)

Subject: SUOAP Position Announcement: Recreation Specialist

Attachments: RecreationSpecialist III 10_31_17.pdf

Central Connecticut State University
CSU-SUOAP Promotional Opportunity

RECREATION SPECIALIST
STUDENT ACTIVITIES / LEADERSHIP DEVELOPMENT
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) to Mr. Scott Hazan at hazansef@ccsu.edu and Ms. Charmagne Brooks at brookss@ccsu.edu.

Application Deadline: Applications must be received by November 16, 2017.

Ellen Mantel
Associate Director Employee & Labor Relations
MantelE@ccsu.edu / (P) (860) 832-1750 / (F) (860) 832-3197

Central Connecticut State University
Davidson Hall, Room 101
1818 Stanley Street
New Britain, CT 06050-4010
RECREATION SPECIALIST

Central Connecticut State University

Position Title: Recreation Specialist

Rank: Administrator III

Department: Student Activities / Leadership Development

Supervisor: Director of Student Activities / Leadership Development

Position Summary
Under the supervision of the Director of Student Activities / Leadership Development, the incumbent of this position provides general service to the recreation/intramural program including particular responsibility for the development and coordination of intramural, recreation, club sport programs, fitness center and event management and athletic facilities supervision. The incumbent helps to establish policies and procedures, and provides direction and leadership to the Department. This position involves significant evening and weekend hours.

Supervision Exercised
May supervise professional and/or support staff.

Position Responsibilities
Develops and administers comprehensive intramural, recreation and club sport programs which includes scheduling, staff supervision, determining program content, establishing policies, etc.

Coordinates recreational and intramural events including staff supervision, training, use of facilities, etc.

Plans, implements, and oversees the use of athletic facilities for University recreational activities.

Develops a complete program for the fitness center to meet the needs of the University community.

Consults with physical plant on the maintenance and preparation of athletic facilities for recreational purposes.

Provides day-to-day supervision of the recreational component of the swimming pool including hiring, scheduling, and supervising lifeguards. Assures compliance with health and safety standards and certification of lifeguards.

Prepares and manages the departmental budget for intramural, recreation, and club sports.

Assists the Director of Student Activities / Leadership Development in the administration of all activities as directed.

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 (Master’s degree preferred) in Sport Management or Athletics Administration or other relevant area and appropriate strength and conditioning certification, and three years experience in athletics administration. Previous experience in the administration of intramural and/or recreational athletics, design and implementation of strength training and fitness programming, and computer skills including experience with word processing and graphic design package. Coaching experience preferred. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt

10-31-17: Minor changes.
08-07-17: Minor changes.
09-25-18: Minor changes to ECRC position description. No change in rank.
12-28-20: Minor changes to ECRC position titles only to allow use by CCRU.
04-27-22: CCRU
Central Connecticut State University
CSU-SUOA Promotional Opportunity

PROGRAM ASSISTANT - RECREATION
STUDENT ACTIVITIES / LEADERSHIP DEVELOPMENT
Administrator II

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 Mr. Scott Hazan at hazanasc@ccsu.edu and Ms. Charmagne Brooks at brookes@ccsu.edu.

Application Deadline: Applications must be received by November 16, 2017.

Ellen Mantel
Assistant Director Employee & Labor Relations
Mantel@ccsu.edu / (900) 332-3187 / (800) 382-3187

Central Connecticut State University
Davidson Hall, Room 101
1915 Stanley Street
New Britain, CT 06050-4010

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOA-AFSCME

POSITION TITLE: Program Assistant (10 or 12 Month)

RANK: Administrator II

DEPARTMENT: Student Affairs or Women’s Center (Student Activities; Conference and Dining Services; Recreation; Women’s Center)

SUPERVISOR: Administrator of Higher Rank in Assigned Area

POSITION SUMMARY:
The incumbent in this position assists the supervisor with overseeing and coordinating service and/or program areas which may include one or more of the following: event programming, technical and audio/visual services, facility housekeeping, student organizations and program committees, conference planning, student employment, recreation programs, equipment inventory, information and reception services, etc.

SUPERVISION EXERCISED:
Supervises student employees.

POSITION RESPONSIBILITIES:
Assists with providing on-site coordination of services and programs within assigned area which include one or more of the following: event programming, facility set-up, technical support services, audience management and coordination of campus dining and other support services.

Conducts surveys, focus groups and compiles statistical reports to ensure student satisfaction with service and/or program areas.

Recruits, hires, trains, and supervises student employees and student volunteers within assigned areas.

Assists in the development and implementation of a professional and life skills development plan for assigned student employees and student volunteers as directed by the supervisor.

Prepares reports concerning assigned areas as required.

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

QUALIFICATIONS:
Bachelor’s Degree required and two years of experience in student services management in higher education.
Demonstrated ability to supervise student staff and implement student service policies and procedures.
Demonstrated strong oral and written and organizational skills required. Demonstrated knowledge and ability to utilize enterprise software required along with Microsoft Office Suite computer programs. Credentials and/or experience substantially comparable to the above may also be considered.
Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Friday, November 10, 2017 8:54 AM
To: Sunil-Lenczewski, Anna E. (Human Resources); Dardi Carson; Diane Mazza; Fred Cravy; Gayle Osoba; Jay Zhu; Jemila Melier-Delgado; Keisha Stoker; Ken DeLisi; Kremer; Zbigniew B. (Engineering, Science, and Technology); Lourdes Arbel; Martine Santiago-Cordier; Cavanaugh; Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUQAF Designees
Cc: Mischak, Karen K (Env, Health, Safety's Karas, Rene (FACMG)
Subject: SUQAF Position Announcement: Environmental Health & Safety Assistant
Attachments: EnvironmentalHealthAndSafetyAssistant II 11_12_15.pdf

Central Connecticut State University
CSU-SUQAF Promotional Opportunity

ENVIRONMENTAL HEALTH & SAFETY ASSISTANT
OFFICE OF ENVIRONMENTAL HEALTH & SAFETY
Administrator II

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 karan@ccsu.edu

Application Deadline: Applications must be received by November 27, 2017.

Ellen Mantel
Associate Director Employee & Labor Relations
Mantel@ccsu.edu / (P) (860) 832-1750 / (F) (860) 832-3197

Central Connecticut State University
Dewey Hall, Room 101
1615 Stanley Street
New Britain, CT 06050-4010

09-15-06 Minor changes made. No change in rank.
08-17-06: Approved by CERL
Environmental Health and Safety Assistant
Page 2
November 12, 2015

Assists the Director in responding to spills/odors or other University-related emergencies.
Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED
Associate's degree in environmental science or related field and two years of related work experience. Knowledge of chemical properties and segregation techniques, basic knowledge of OSHA's general industry safety standards and knowledge of proper food handling. Must be able to successfully pass a medical examination, including respiratory protection, and 10-HR EPA. Must have demonstrated good verbal and written communication skills. Must possess valid CT Driver's License. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

[Signature]

Date

11-10-15: In use at WCSU. Changes made to allow use at CCSCU.
From: Mantel, Ellen (Human Resources)  
Sent: Monday, December 11, 2017 2:36 PM  
To: Suad-Lenczewski, Anna E. (Human Resources); Darci Canova; Diane Mazzu; Fred Crathy; Gayle Ochs; Jay Zhu; Jesenia Minder-Delgado; Keishia Stoker; Kevin DeLeia; Kremer, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Arce; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAFAffines

Cc: SUOAFAffine (Academic Affairs); Affine, Catherine (Academic Affairs)

Subject: SUOAFAffine Position Announcement; Project Assistant (TRIO Grant) (Grant funded) Project Assistant (TRIO Grant) (grant funded) II 11.2.17.pdf

Central Connecticut State University
CSU-SUOAFAffine Promotional Opportunity

PROJECT ASSISTANT (TRIO GRANT) (GRANT FUNDED)
ACADEMIC AFFAIRS
Administrator II

Position Summary/Description: See attached (Note that this position is grant funded for 5 years through 2021).

Application Process: Prospective candidates must submit a cover letter, resume, and contact information of three (3) professional references to Cathy Affine at catherineoc@ccsu.edu.

Application Deadline: Applications must be received by December 22, 2017.

Ellen Mantel
Associate Director, Employee & Labor Relations
Mantel@ccsu.edu / (F) (860) 832-1760 / (F) (860) 832-3187

Central Connecticut State University
Davidson Hall, Room 101
1111 Stanley Street
New Britain, CT 06050-4010
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ASSISTANT BURSAR
FISCAL AFFAIRS
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) to: Kamilah Hastings at hastings@ccsu.edu.

Application Deadline: Applications must be received by January 8, 2018.
Assistant Buyer
Page 2
December 6, 2017

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

MINIMUM QUALIFICATIONS REQUIRED:
Bachelor's degree in related field and a minimum of three years progressively responsible experience
performing accounting or fiscal administrative duties. Knowledge of bookkeeping, financial record
keeping, and basic ability to understand and apply regulations. Demonstrated ability to communicate
effectively with a wide variety of constituents, ability to work collaboratively, and manage multiple
priorities. Credentials and/or experience substantially comparable to the above may be considered.

FLSA Status: Exempt.

For the University Date
15-04-17: Rev issued.
05-30-16: Created.
Tracking# 17121403JB

Roman, Olivia E. (Human Resources)

From:
Roman, Olivia E. (Human Resources)
Friday, December 22, 2017 9:37 AM

Sent:
Suzie-Lenczewski, Anna E. (Human Resources)
casondj1@southernct.edu
mazzad37
@ southernct.edu
stattyf@wesu.edu
osubag@easternct.edu
zhuj@easternct.edu
minniersilgado@wesu.edu
stokeski@wesu.edu
delfast@easternct.edu
Krennis,
Zddlaw9 (Engineering, Science, and Technology)
andell@easternct.edu
sendagon4
@southernct.edu
Cavanaugh, Mary Narciso (Human Resources):
mlopers@commnet.edu
rdisiap@southernct.edu
boyypa@wesu.edu
weinberger@commnet.edu
suoa@job-notice-designee@souaf.org

Cc:
SITOAF Position Announcement: Assistant in Fiscal Affairs (2 Opportunities)
AssitantinFiscalAffairs II 11.22.15.pdf

Subject:
Central Connecticut State University
CSU-SIUAF Promotional Opportunity

Attachments:

ASSISTANT IN FISCAL AFFAIRS*
FISCAL AFFAIRS
Administrator II

Position Summary/Description: See attached

*There are two opportunities for Assistant in Fiscal Affairs. One position will report to the Associate
Director of Accounting, and the other will report to the Budget Director.

Application Process: Prospective candidates must submit a cover letter, resume, and contact
information of three (3) professional reference (in one Word or PDF document) to: Kamilah Hastings
at hastings@ccsu.edu.

Application Deadline: Applications must be received by January 8, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2345
Email: Olivia.Roman@ccsu.edu
Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, January 19, 2018 3:14 PM
To: Suski-Lanczarski, Anna E. (Human Resources); cassondr1@southernct.edu; mazzad3@easternct.edu; wagner@easternct.edu; plueger1@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; deloak@easternct.edu; Kremen1, Zdzislaw B. (Engineering, Science, and Technology); ardeil@easternct.edu; santiagom4@easternct.edu; Cavagnagh, Mary V. (Human Resources); miarles1@commnet.edu; rkep1@southernct.edu; boylep@wcsu.edu; sweinberger@commnet.edu; suoa-f-jobs通知designee@suoa.org
Cc: Trolan, Peter (Student Affairs); Taddel, Janelle (Student Affairs)
Subject: SUOA Position Announcement: Director of Student Wellness Services

Central Connecticut State University
CSU-SUOA Promotional Opportunity

DIRECTOR OF STUDENT WELLNESS SERVICES
STUDENT AFFAIRS
Administrator VII

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: Janelle Taddel at taddelj@ccsu.edu.

Application Deadline: Applications must be received by February 2, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2342
Email: olivia.roman@ccsu.edu

11-03-16: Creator.

11-03-16: Created.

Central Connecticut State University
CSU-SUOA Promotional Opportunity

DIRECTOR OF STUDENT WELLNESS SERVICES
STUDENT AFFAIRS
Administrator VII

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: Janelle Taddel at taddelj@ccsu.edu.

Application Deadline: Applications must be received by February 2, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2342
Email: olivia.roman@ccsu.edu

11-03-16: Created.

Central Connecticut State University
CSU-SUOA Promotional Opportunity

DIRECTOR OF STUDENT WELLNESS SERVICES
STUDENT AFFAIRS
Administrator VII

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: Janelle Taddel at taddelj@ccsu.edu.

Application Deadline: Applications must be received by February 2, 2018.

Olivia Roman
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1615 Stanley Street
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Tel: (860) 832-1753
Fax: (860) 832-2342
Email: olivia.roman@ccsu.edu

11-03-16: Created.
CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOF-ASCME

POSITION TITLE: Director of Student Wellness Services
RANK: Administrator VII
DEPARTMENT: Student Wellness Services
SUPERVISOR: Vice President for Student Affairs

POSITION SUMMARY
Under the supervision of the Vice President for Student Affairs, the Director of Student Wellness Services plans, develops, and provides oversight for (1) the total student health care activities of the University, and (2) the preventive and support services in various forms of individual and group counseling including but not limited to psychotherapy, stress reduction, substance abuse, preventive outreach programs, and crisis intervention services. The Director also provides consultation and training and coordinates all wellness programs and activities within Student Affairs.

SUPERVISION EXERCISED
Supervises professional and support staff.

POSITION RESPONSIBILITIES
- Plans, organizes and oversees a comprehensive student counseling and health service for the campus.
- Advises the Vice President on matters relating to student health and counseling needs.
- Oversees preparation of the annual budget for Student Wellness Services.
- Develops and oversees a program of wellness within Student Affairs.
- Develops and coordinates a system of short- and long-range planning including evaluation for counseling and health services.
- Oversees referrals to outside agencies, specialists, and community-based health and counseling agencies.
- Oversees liaison with other campus offices such as residential life, campus police, environmental safety etc., to ensure a coordinated effort toward a total student development program.
- Coordinates staff development programs for professional staff members as well as paraprofessionals and peer advisors.
- Oversees the maintenance of health and counseling records and reports as needed.
- Supervises and provides for the evaluation of professional, paraprofessional, peer counselors and health care providers.
- In cooperation with the Office of Institutional Planning and Research, develops and oversees research and evaluative studies relating to the student body including studies on retention and other areas pertinent to student development.
- Oversees student outreach programs for prevention and intervention.

Director of Student Wellness Services
Page 2
May 6, 2013

Coordinates and oversees professional standards of confidentiality and ethics in conjunction with established guidelines of appropriate professional organizations with the understanding that these with legitimate need to know are kept informed.

Provides direct counseling/psychotherapy or medical services for both individuals and groups as university physicians per license.

Oversees the supervision and evaluation of all full and part-time staff.

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

MINIMUM QUALIFICATIONS REQUIRED
Five years of progressively responsible experience in psychology/counseling, health, or related programs including an appropriate supervised internship experience. Doctoral degree in psychology, counseling, or related area and possession and maintenance of current licensure or MD licensed to practice in Connecticut, and experience in higher education, including progressive administrative responsibility. Credentials and experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

05-06-13: Minor changes only. Changed Department name from University Health Services to Student Wellness Services. Student Wellness Services now includes both Counseling and Health Services.
03-19-13: Minor changes to ECSU Director of Counseling and Health Services position description to allow use for CCSU.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

BILLING ADMINISTRATOR
FISCAL AFFAIRS
Administrator II

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: Kamilah Hastings at hastings@ccsu.edu.

Application Deadline: Applications must be received by February 2, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-2753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

Central Connecticut State University
POSITION DESCRIPTION
SUOAF-APS

POSITION TITLE:
Billing Administrator

RANK:
Administrator II

DEPARTMENT:
Bureau's Office

SUPERVISOR:
Assistant Bureau or Administrator of Higher Rank

POSITION SUMMARY
The Billing Administrator coordinates the billing and collection activities of the Bureau's Office.

SUPERVISION EXERCISED
May supervise support staff.

POSITION RESPONSIBILITIES
Handles the day-to-day billing activities of the University which includes the following: student billing through EBLI vendors, third-party billing for sponsored student projects, Perkins Loan Collection day-to-day functions in coordination with contracted billing services.

Oversees University collection functions and application of late fees.

Provides assistance in the delivery of Bureau's Office support services to the University community.

Assists with the calibration of Bureau Office relations and department programs by planning, organizing and coordinating the activities of the various processes and events pertaining to the department.

Provides financial information to internal and external customers by phone, email, and web portal, publishing informational sheets, booklets and/or web pages. Coordinates activities with other campus departments for optimum utilization of resources.

Assists the Bureau Office Administrators in planning and implementation of orientation programs.

Develops systems to control invoices, processing and maintenance of records, documents and similar materials.

Maintains and maintains databases for monitoring various billing activities and prepares a variety of reports as well as ad hoc reports as needed.

Conducts related business such as referring customers to appropriate contacts, responding to customer inquiries, providing explanations as needed and resolving minor problems that may arise. May represent the University at required meetings and/or functions.

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 two years of experience in billing and collection services. Experience with higher education billing and collection preferred. Demonstrated organizational skills and ability to establish office systems and procedures. Demonstrated strong oral and written communication skills and the ability to work effectively with students, parents, staff, and the University community in a team environment. Demonstrated knowledge and ability to utilize enterprise resource planning (ERP) software along with Microsoft Office Suite computer programs, with proficiency in spreadsheets, database, publisher and word processing applications. Demonstrated ability to manage multiple tasks and to analyze problems as well as recommend effective solutions. Credentials and/or experience substantially comparable to the above may also be considered.

PLSA Status: Non-exempt.

For the University: [Signature]
Date: [Date]

For SUOAP: [Signature]
Date: [Date]

Central Connecticut State University
CSU-SUOAP Promotional Opportunity

COORDINATOR OF CLINICAL PLACEMENT & LABORATORY LEARNING
DEPARTMENT OF NURSING
Administrator IV

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: Catherine Thomas at catherine.thomas@ccsu.edu. Please include the position title in the email subject line.

Application Deadline: Applications must be received by February 5, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu
COORDINATOR OF CLINICAL PLACEMENT AND LABORATORY LEARNING

Page 2
December 6, 2017

Supports clinical learning for students by holding open lab periods. Working with the Department Chairperson, coordinates and coordinates clinical learning activities, simulation room assignments and simulation-based learning activities for undergraduate and graduate students in conjunction with the course faculty.

Orients students, student works, and faculty to simulation lab, ensuring the lab is clean and orderly, and able to order lab supplies within maintaining inventory records. Responsible for the maintenance, repair, and replacement of simulation lab equipment. Serves as a liaison to external vendors.

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 in Nursing required. Master’s degree in nursing or Health related field preferred. Four years of clinical experience as a Registered Nurse and four years simulation experience required. Clinical placement experience strongly preferred. Prior experience in an educational institution preferred. Current RN license in the State of Connecticut and current knowledge and experience of standards and practices involving simulation pedagogy required. Knowledge and ability to lead organizational change, experience in leading projects, current knowledge of clinical nursing care, understanding of student clinical experiences, strong oral and written communication skills, ability to work with diverse learners along with new technology and software and strong organizational skills required. Ability to lift and transfer mannequins and other related equipment required. Computer skills and experience substantially comparable to above may also be considered.

FLSA Status: Exempt.

For COB R

J:\\BIRD...12-6-17: Created.

12-6-17: Created.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

UNIVERSITY CONTROLLER
FISCAL AFFAIRS
Administrator VII

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: F. Kamisah Hastings at hastings@ccsu.edu.

Application Deadline: Applications must be received by April 2, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1155 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1759
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-PDMCE

POSITION TITLE: University Controller

BANK: Administrative VII

DEPARTMENT: Fiscal Affairs

SUPERVISOR: Chief Financial Officer

POSITION SUMMARY
The incumbent of this position reports directly to the Chief Financial Officer and has direct oversight and accountability for the accounting, budgeting, payroll, and cash management functions. The incumbent will serve as the chief spokesperson for the Fiscal Affairs Division and is authorized to act on behalf of the Chief Financial Officer in his/her absence.

SUPERVISION EXERCISED
Superintendence of units is exercised as appropriate.

POSITION RESPONSIBILITIES

- Oversees all University accounting, budgeting, payroll, and cash management functions to ensure effective and efficient services provided within appropriate state and federal procedures and regulations.
- Implements and maintains internal controls and audit programs including audit cash accounts and University-related accounts. Negotiates with state, federal, and private auditors in the preparation of audit reports, independently reviews audit findings, identifies and implements corrective systems, and collaborates with operating divisions to support audit closure requirements.

- Orients and analyzes data; prepares reports, statements, studies and analyses as required/requested by outside agencies such as the CSU System Office, Office of Policy and Management, State Comptroller, and Federal Grant Offices, as well as internal parties.

- Administers an accounting system for all funds, including financial and reporting requirements of all accounts, including GAAP, GASB, and OMB, and the State Comptroller and University departments. Utilizes and controls, provides the University Budget Office with periodic special reports and detailed financial expenditure analysis for compliance with departmental budget allocations.

- Reviews and verifies accounting procedures and regulations and audit recommendations and reports to ensure that the University’s financial operations are in compliance with such procedures and recommendations.

- Advises the Chief Financial Officer and other administrators on the financial condition of institutional funds and makes recommendations and, where appropriate, fiscal procedures.

- Performs other duties and responsibilities related to the above which do not alter the basic level of responsibilities of the position.
Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Monday, March 26, 2018 11:00 AM
To: Suski-Lenczewski, Anna (Human Resources); carensf1@southernct.edu; mazzad@wsu.edu; crotti@wccs.edu; suskag@easternct.edu; zhijie@easternct.edu; miniedelgado@wccs.edu; stokes@wsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardell@easternct.edu; santiago4@ccsouthern.edu; Cavanaugh, Mary Narciso (Human Resources); milpes@ccsouthern.edu; riosc1@southernct.edu; sweeney@ccsouthern.edu; suof-job-notic-designees@suof.org
Cc: Alicantra, Juan (ResLife)
Subject: SUOAF Position Announcement: Assistant to the Director / Residence Hall Director

Assistant to the Director / Residence Hall Director
Assistant to the Director Residence Hall Director.pdf

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

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: Jean Alicandro at alicantra@ccsu.edu. Please include the position title in the email subject line.

Application Deadline: Applications must be received by April 9, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2342
Email: Olivia.roman@ccsu.edu
Central Connecticut State University
New Britian, CT 06050

POSITION DESCRIPTION

POSITION TITLE: Assistant to the Director of Residence Life
RANK: Administrator II
DEPARTMENT: Residence Life
SUPERVISOR: Director of Residence Life

Under the supervision of the Director of Residence Life, this 10-month leave-in full-time professional staff member is responsible for the overall quality of life in a University residence hall. She/he coordinates the educational, student development and administrative aspects of a residence hall. The emphasis of this position is on establishing and maintaining an atmosphere conducive to personal growth and academic achievement.

POSITION RESPONSIBILITIES:

- Serves as a liaison between the students, the Director of Residence Life, and other areas within the University.
- Advises the residence hall government and student judicial bodies.
- Provides assistance to the Residence Life Office.
- Assumes additional responsibilities with the approval of the Director of Residence Life in other Student Affairs areas during periods of non-occupancy of residence halls.

QUALIFICATIONS:

- A Bachelor's degree and two years relevant housing experience which equips the applicant to relate effectively to resident university students and staff required. These qualifications may be waived for individuals with appropriate alternate experiences.

3/18/04

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

TECHNICAL SUPPORT ASSISTANT
STUDENT CENTER
Administrator II

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: Oliva Roman at mamed@ccsu.edu. Please include the position title in the email subject line.

Application Deadline: Applications must be received by April 19, 2018.

Oliva Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
New Britian, CT 06050
Tel: (860) 832-1753
Fax: (860) 832-2342
Email: Oliva.Roman@ccsu.edu
CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAUF-AHCMR

POSITION TITLE: Technical Support Assistant
RANK: Administrator II
DEPARTMENT: Student Center
SUPERVISOR: Assistant Director, Student Center Services

POSITION SUMMARY
The incumbent in this position assists the supervisor with overseeing and coordinating services and/or program areas including technical and audio/visual services, facility housekeeping and maintenance, conference planning, student employment and equipment inventory.

SUPERVISION EXERCISED
Oversees student workers.

POSITION RESPONSIBILITIES
- Assists with providing on-site coordination of technical services including linear lighting, audio systems, and prescriptive hardware and software for meetings, workshops, conferences, etc. This includes creating and maintaining library calendars to facilitate rental in the areas assigned, including the setup of program event facility set-up, audience management and coordination of other support services.
- Works in tandem, on call and oversees student employees and student volunteers within assigned areas.
- Conducts surveys, focus groups and compiles statistical reports to ensure student satisfaction with service and/or program areas.
- Coordinates maintenance support services by communicating repair needs and quotes to supervisor.
- Prepares reports summarizing assigned areas as needed.
- 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 two years related experience. Demonstrated ability to supervise staff and implement policies and procedures. Strong oral and written communication skills. Demonstrated knowledge of and ability to utilize technical and audio/visual systems and programming software. Candidates with active experience substantially comparable to the above may also be considered.

FLSA Status: Non-exempt.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Wednesday, April 11, 2018 4:26 PM
To: Sudil-Lenczewski, Anna E. (Human Resources); Roman, Olivia E. (Human Resources); Duci Cenone; Diane Manz; Fred Cratty; Gayle Osuza; Jay Zhou; Jetera Molier-DeWago; Keisha Stokes; Kim DeLio; Lourdes Arbel; Marlene Santiago-Cordero; Caveragh, Mary Narciso (Human Resources); Mike Lopez; Glendal@ct.edu; Paulia Riza; Peggy Boyle; Steve Weinberger; SUOAUF Designees
Cc: Wolff, Robert (History)
Subject: SUOAUF Position Announcement: Director, Intercollegiate Athletics
Attachments: Director/IntercollegiateAthletics_VII_3_27_18.pdf

Central Connecticut State University
CSU-SUOAUF Promotional Opportunity

DIRECTOR, INTERCOLLEGIATE ATHLETICS
ATHLETICS
Administrator VII

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: Robert Wolff at wolff@ccu.edu

Application Deadline: Applications must be received by April 25, 2018.

Ellen Mantel
Associate Director Employee & Labor Relations
wolff@ccu.edu EllenMantle@ccu.edu / (907) 832-1780 / (907) 832-3187

Central Connecticut State University
Davidson Hall, Room 101
1015 Stanley Street
New Britain, CT 06050-4010
Director, Intercollegiate Athletics
Page 2
March 27, 2018

Promotes athletic events held on campus and other events providing direct benefits to the campus and community, such as conference and NCAA championship events.

Provides regular updates on all aspects of the Intercollegiate Athletic Program to the Vice President of Institutional Advancement. Upon request, provides updates to the President.

Works with the administration, coaches, and staff to ensure the academic and athletic success of CCSU student athletes, with particular emphasis placed on community engagement and citizenship.

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

MINIMUM QUALIFICATIONS REQUIRED:
Bachelor's degree from an accredited institution of higher education and five years of professional experience in an administrative or coaching position at NCAA Division I or II Intercollegiate Athletic Program, including at least three years of supervisory and/or head coaching responsibilities. Experience managing a complex budget, successful experience in fundraising, and support of Intercollegiate athletics; strong record of promoting academic success among student athletes; demonstrated commitment to promoting diversity and gender equity; exemplary communication and interpersonal skills; experience in developing collaborative relationships across university communities, including students, staff, faculty, alumni, fans, donors, and members of the local community. Familiarity with a collective bargaining environment preferred.

Credentialed and experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

Director, Intercollegiate Athletics
Page 2
March 27, 2018

Promotes athletic events held on campus and other events providing direct benefits to the campus and community, such as conference and NCAA championship events.

Provides regular updates on all aspects of the Intercollegiate Athletic Program to the Vice President of Institutional Advancement. Upon request, provides updates to the President.

Works with the administration, coaches, and staff to ensure the academic and athletic success of CCSU student athletes, with particular emphasis placed on community engagement and citizenship.

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MINIMUM QUALIFICATIONS REQUIRED:
Bachelor's degree from an accredited institution of higher education and five years of professional experience in an administrative or coaching position at NCAA Division I or II Intercollegiate Athletic Program, including at least three years of supervisory and/or head coaching responsibilities. Experience managing a complex budget, successful experience in fundraising, and support of Intercollegiate athletics; strong record of promoting academic success among student athletes; demonstrated commitment to promoting diversity and gender equity; exemplary communication and interpersonal skills; experience in developing collaborative relationships across university communities, including students, staff, faculty, alumni, fans, donors, and members of the local community. Familiarity with a collective bargaining environment preferred.

Credentialed and experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

[Signature]
For CCSU
Date
[Signature]
For SAA-AP
Tracking# 180402019
Date
03-27-18: Revised and supervisor title change from Chief Administrator/Officer to Vice President for Institutional Advancement.
07-17-19: Supervisor change.
11-10-20: Created.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

CAMPUS ARCHITECT
ADMINISTRATIVE AFFAIRS
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. Please include the position title in the email subject line.

Application Deadline: Applications must be received by June 12, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1750
Fax: (860) 832-2142
Email: Olivia.Roman@ccsu.edu

Central Connecticut State University
SUOAF Position Announcement
Campus Architect

CampusArchitect V 4.1_2.19.pdf

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCE

POSITION TITLE: Campus Architect
RANK: Administrator V
DEPARTMENT: Administrative Affairs
SUPERVISOR: Assistant Chief Administrative Officer/Director of Facilities Management

POSITION SUMMARY
Prepares and maintains plans of existing physical facilities and prepares plans and specifications for changes to those facilities and new facilities.

SUPERVISION EXERCISED
May supervise professional and/or support staff.

POSITION RESPONSIBILITIES
Serves as a liaison with contractors and the Department of Public Works.
Maintains and updates records and plans of all physical facilities.
Prepare plans and specifications for construction, alteration, and renovation projects.
Assists in physical facility planning.
Performs other duties and responsibilities related to those above which do not relate the basic responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED
A Bachelor degree, five years of experience as a registered architect, experience with renovations, alterations, design, and specifications writing, and possession and retention of appropriate current license, permits and/or certifications including a State of Connecticut Architect's license.

FLSA Status: Exempt.

For CSSU
Date
For SUOAF
Tracking #: 1505220030

34-02-18: Revised.
03-06-06: In use.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ASSOCIATE DEAN, SCHOOL OF BUSINESS
ACADEMIC AFFAIRS
Administrator VII

Position Summary/Description: Sec 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: Rosa Colos at colosr@ccsu.edu

Application Deadline: Applications must be received by June 29, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1515 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-5783
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ASSOC

POSITION TITLE: Associate Dean

POSITION RANK: Administrator VII

DEPARTMENT: School of Business

SUPERVISOR: Dean, School of Business

POSITION SUMMARY:
The Associate Dean is responsible for the academic and operational leadership of graduate and undergraduate business programs. In consultation with the Dean and other School of Business (SuOAF) stakeholders, the Associate Dean works to create and maintain innovative and impactful business programs that align with the School’s vision and strategic directives.

The School’s activities include but are not limited to: growth, visibility, and recognition with a focus on teaching effectiveness, scholarship, student enrollment, and operational efficiency. The Associate Dean will also be responsible for overseeing operational leadership to ensure excellence in all phases of the School’s academic activities in compliance with University policy/procedures and the Association to Advance Collegiate Schools of Business (AACSB) accreditation standards. This role requires collaborative work with department chairs, faculty, and other internal and external stakeholders to ensure that programs address market needs and create local and global engagement.

POSITION RESPONSIBILITIES:

- Provides leadership for the developing and maintaining educational programs of exceptional quality.
- Provides oversight for all graduate business programs to ensure continuing improvement. Includes the creation of new programs that resonate with the vision and strategic direction of the School and can lead to increased enrollment and new revenue streams.
- The Associate Dean has responsibility for the appropriate allocation of resources and management of the School's budget.
- Provides leadership for developing and maintaining efficient and effective operational processes and procedures for the School.
- Supervises School staff as delegated by the Dean.
- Oversees all undergraduate and graduate student advising services including student progress, academic challenges, academic probation, and academic disengagement.
- Provides direction to the School curriculum consultants.
- Leads effort to review and update graduate programs.
- Collaborates with department chairs and program directors to promote excellence in teaching and research, and to evaluate full-time and part-time faculty instructors.
- Serves on the School’s faculty senate and a variety of other campus programs, task forces, and initiatives.
- Leads AACSB reporting and accreditation efforts.

In addition to University-wide duties such as marketing, admissions, student services and advancement to support School programs and initiatives.
Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, June 15, 2018 4:57 PM
To: Sasaki-Lenczowski, Anna E. [Human Resources]; “carson41@southernct.edu”; “mazzare@so"
“cray@wou.edu”; “annabag@easternct.edu”; “michael@easternct.edu”;
“mickelgo@wou.edu”; “stecksk@wou.edu”; “deflask@easternct.edu”;
Kremers, Zdzislaw R. [Engineering, Science, and Technology]; “ardedd@easternct.edu”; “santigaom4"
@easternct.edu”; Cavanaugh, Mary Henriko [Human Resources];
mlopz@commmnet.edu; “vicep1@southernct.edu”; “boylel@wou.edu”;
wsteinberger@commmnet.edu; “suoaf-job-notice-designe@asuaf.org”
Rodriguez, Rose [Diversity and Equity]
SUOAF Position Announcement: Sexual Assault and Violence Prevention (SAVP)
Specialist

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

SEXUAL ASSAULT AND VIOLENCE PREVENTION (SAVP) SPECIALIST
OFFICE OF DIVERSITY AND EQUITY
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) to: Rose Rodriguez
at rosa.rodriguez@asuaf.edu. Please include the position title in the email subject line.

Application Deadline: Applications must be received by June 29, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-1733
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu
CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUGAR-ASPHS

POSITION TITLE: Sexual Assault and Violence Prevention (SAVP) Specialist
RANK: Admin III
DEPARTMENT: Office of Diversity and Equity (ODE)
SUPERVISOR: Chief Diversity Officer (CDO) Title IX Officer

POSITION SUMMARY
The SAVP Specialist provides prevention education programs and resource coordination for victims of sexual assault, intimate partner violence and stalking. The SAVP Specialist designs effective, on-campus education and awareness programs to address violence on the CCSU campus.

SUPERVISION RECEIVED
May supervise support staff and/or student workers.

POSITION RESPONSIBILITIES
Serve as the primary contact person for campus victims of sexual assault, relationship abuse, and stalking and responsible for crisis intervention, emotional support, follow-up contact and providing appropriate community referrals for students and/or their families.

Develop, coordinate and conduct comprehensive educational programming for students, staff and faculty on sexual assault and violence on campus.

Develop, conduct and evaluate bystander intervention training for students including athletics, student leaders, and other groups/teams interested in these issues.

Conduct trainings and workshops for a variety of university offices including Campus Police, Student Wellness Services, CGHARC, women's studies, and other campus offices that assist students who are victims of sexual assault, relationship abuse, or stalking.

Collaborate with campus partners to create a continuum of coordinated campus and community services for victims of sexual assault and violence on campus including traditionally underserved populations (students of color, international students, and gay, lesbian, bisexual and transgender students).

Coordinate and conduct international and resident life programming in collaboration with the Women’s Center Coordinator and the Associate Director.

Collaborate with the CDO/Title IX Coordinator to provide training for conduct and appeal panels, updates and reviews campus-wide policies, procedures, and activities in response to sexual assault, relationship abuse and stalking.

Perform administrative duties including report writing, program evaluation and assessment, and other activities related to the SAVP program.

Recruit and mentor effectively student workers and volunteers.

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

Sexual Assault and Violence Prevention (SAVP) Coordinator
Page 2
July 14, 2014

MINIMUM QUALIFICATIONS REQUIRED
Bachelor’s degree and three years’ experience in sexual assault/relationship violence education, and violence prevention strategies or support counseling ability to multitask and manage confidential information; strong presentation skills; and knowledge of state and federal laws and regulations pertaining to sexual assault, attention to detail and excellent knowledge of data and linked resources; and experience working with communities of color and other underserved populations. Ability to work independently and exercise critical and sound judgment during times of stress. Commitment to be a role model in substance misuse prevention.

Date: 8-8-14

07-14-14: Created.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ASSISTANT IN FISCAL AFFAIRS (2 POSITIONS)
BUSINESS OFFICE/CHIEF FINANCIAL OFFICER (1)
ACCOUNTS PAYABLE (1)
Administrator II

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: Ms. Theresa Robbins at trobbins@ccsu.edu.

Application Deadline: Applications must be received by July 18, 2018.

Mantel, Ellen
Associate Director Employee & Labor Relations
Mantel@ccsu.edu / (F) (860) 832-1760 / (F) (860) 832-3197

Central Connecticut State University
Davidson Hall, Room 101
1815 Stanley Street
New Britain, CT 06050-4010

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Emeritus)
Sent: Tuesday, July 3, 2018 3:54 PM
To: Peggy Boyd; Ardell, Louise - Eastern HR; Carson, Darci - CSU-HR; Cavanaugh, Mary
Narciso (Human Resources); Fred Cratty, Delisa, Ken - Eastern HR (Interim HR); Glende, Leah - SOR AA; Szelki-Lenzewski, Anna E. (Human Resources); Lopez, Mike - SOR HR; Mazza, Diane - Southern HR; Jesenia Mlinar-DeGardio; Gruba, Gay - Eastern HR; Rice, Paula - Southern HR; Roman, Olivia E. (Human Resources); Santiago-Cordero, Marlene - Southern HR; Kaiser Stakes; SUOAF Designees Email for Job Postings (SUOAF-Job-Notice-Designees@suoaorg); Weinberger, Steve - SOR HR; Zhu, Jianuo (Jay) - Eastern HR
Cc: Casamento, Charlene (CFO); Robbins, Theresa (Admin Affairs)

SUOAF Position Announcement: Assistant In Fiscal Affairs
AssistantInFiscalAffairsE9_2_18.pdf

Position Title: Assistant in Fiscal Affairs
Position Rank: Administrator II
Department: Fiscal Affairs
Supervisor: As Designated by Department

Position Summary
Assists with Fiscal Affairs general functions.

Supervision Exercised
N/A

Position Responsibilities
Creates and maintains various financial spreadsheets for tracking, recording, analyzing and reporting purposes.

Assists with meeting the financial information needs of the University community, Board of Regents System Office, regulatory agencies and other external parties.

Assists in the operation and record-keeping process for systems on campus, including the on-line State payroll program Core-CT and Banner.

Assists with Business Office/accounting functions such as reconciliations, journal entries and financial reports.

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 in accounting or business related field. Two years of work experience in accounting or business related area. Demonstrated knowledge and ability in the use of personal computer equipment and standard office software including that supported by the University (Microsoft Office Suite). Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Non-exempt

07-02-18: Minor changes.
11-22-16: Created.
Central Connecticut State University
CSU-SUOAF Promotional Opportunity

REGISTRAR SERVICES ASSISTANT
OFFICE OF THE REGISTRAR
Administrator II

Position Summary/Description: See attached

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

Application Deadline: Applications must be received by August 1, 2018.

Olivia Roman
Human Resources Associate
Central CT State University
1615 Stanley Street
Davidson Hall, Room 119
New Britain, CT 06050
Tel: (860) 832-3753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu
MINIMUM QUALIFICATIONS REQUIRED
Bachelor's degree and two years of registrar's office, or related college or university office, work experience. Demonstrated ability to handle varied and confidential information, effectively organize and perform detailed work, and multitask while demonstrating exemplary customer service skills.
Demonstrated ability to communicate and share information effectively with a variety of people and groups. Demonstrated experience using student information systems, document imaging systems and the Microsoft Office Suite. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Non-exempt.

06-18-18: Created.
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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 (pc1791, Davidson, 101) or the Office of Diversity & Equity (pc20179, Davidson LG). 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

Regular Appointment (AAUP) (Article 4.8.1)
Term Appointment (SUOAF) (Article 13.2)
Non-Temporary Appointment (Management Confidential Policies) (Articles 5.4.2.3)

PROCEDURES FOR POSITIONS REQUIRING AN AFFIRMATIVE ACTION SEARCH

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;
  ✓ Relocate a vacant position;
  ✓ Relocate a vacant position
☐ The justification should include 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.

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 shall 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 shall select 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.
If the current Job Description needs updating

☐ If the job description needs to be revised or updated, contact Human Resources (x1856) 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-2 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 (x1856). 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 CCSR.

☐ 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 (x1652 or secrecy@ccsr.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 campus-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.

☐ The Hiring Manager should not be a member of the Search Committee.

☐ The CSU Policy on Recordkeeping in Employment requires that "any employee serving on a Search Committee must ensure themselves from consideration of the qualifications of a relative if not applies for the position and must further disclose to the Search Committee that said candidate is a relative." Article 11.3 of the CUSAP-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 CCSR CSUSP-AFSCME President for the name of a CSUSP 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 precedent 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

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 on 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.
NOTICE OF VACANCY TEMPLATE FOR CCSU's Website

DEPARTMENT: JOB TITLE (CCXXX-XXX)
Central Connecticut State University's Department of ______ invites applications for a ______ position.
The successful candidate will provide general administrative support to the academic faculty and will be working with a diverse student body.

Required Qualifications:
- A minimum of a master's degree in a related discipline. The completion of a Ph.D. is required by [insert date of completion].
- A minimum of [x] years' experience in ______.
- Demonstrated ability to work collaboratively with a diverse population of students.

Preferred Qualifications:
- A minimum of [x] years' experience teaching at the college level.
- Second language proficiency.

Application & Appointment: For full consideration, applications must be received by [date]. To begin the application process, click on the Apply link below and submit the following in a single document:
- Letter of interest addressing qualifications for the position.
- Current curriculum vitae or resume.
- Names of three current professional references with mail and email addresses, and phone numbers.
- Unofficial transcript. (For instructional faculty only)

Incomplete applications will not be considered. Emailed or mailed copies will not be accepted. Please retain any personally identifiable information (e.g., SSN) on any documents submitted.

For more information, contact [email] at [telephone].

AAPS CANDIDATE REVIEW PROCESS

Interviews may not begin until the AAPS 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, Minimal Qualification, or 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 enough to proceed?
If at this point you 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 OOE before re-advertising.

What if the 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 himself/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.
EVALUATING APPLICATIONS

Evaluation Criteria:

☐ All members of the Search Committee must use the same standards to evaluate the applicants.

☐ The candidate does not meet one or more of the minimum qualifications listed in the advertisement, by the due date.

☐ If the candidate's experience is preferred, and the candidate does not have supervisory experience, then the reason for not meeting 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, 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 intern, 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.

☐ Some have been followed. The ODE will contact the Search Committee Chair with questions or concerns before approving the AAB-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 AAB-3 form has been approved, those candidates who have been deemed NOT QUALIFIED should be notified at once to allow them to withdraw from 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 letters.)

☐ 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 Forum, meetings with the President or Executive Committee, or meetings with interested constituency groups. This requires coordinating schedules, arranging for rooms, and publishing 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 interviewer 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 be brought with them to the interview;

☐ Names and titles of Search Committee members;

☐ Directions to campus, maps, and parking instructions; and,

☐ Name of a contact person[s] and his/her phone number (See Appendix B for sample letter).

Sharing information about CSU

☐ It is always helpful for a candidate to receive information about CSU 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 CSU's website:

  CSU Profile

  CSU Mission Statement

  CSU 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.

☐ Arrive 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 CSU can be confusing. The reason most people are lost 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 CSU, as well as the website address and phone number for the hotel.

TO MORE INFORMATION, see the CSU 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 method at which to be contacted if a phone interview. Provide the candidate with the name of the contact person and a phone number.
Enforcing 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 CSU to be a positive one.

Three 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 [final] candidates.

☐ If possible, arrange for a telephone conference to provide for a more interactive format.

☐ Contact Information Technology (IT) at X20325 to secure the necessary equipment and arrange for technical assistance if needed.

☐ Make sure that the setting for the arrangement for the Search Committee allows for clear communications 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 sensory or technical errors.

☐ 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, Mr. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you [first name]?”

Arranging For On-Campus Interviews

☐ It is very important that all Search Committee members attend all campus interviews, although sometimes circumstances occur that make it impossible. In that case, if rescheduling is not an option, and the candidate is working in isolation, a 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 CSU is their Employer of Choice.

☐ Give the candidate the name, phone number, and e-mail of a departmental contact who can answer 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 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 Counter, 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.

☐ 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 interviewees to state their names again as they ask questions. (Example: "Oh, Mary, this is Jim Cunningham 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 this information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their responses.

☐ Allow enough time for the candidate to ask questions of the Search Committee.

☐ Thank the candidate for his/her time and interest in CSU and offer some details about how the process is progressing. Provide the candidate with a sense of what is happening.

☐ 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 candidate 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 references, other than those listed on their resumes, that they would like you to contact.

☐ The Search Committee members should decide if there are any 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 check can be split up between all committee members.

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 visitor’s pass 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 CSU 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 CV 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 CV 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 CSU personnel, such as Blue Chip Card; names of specific locations such as Willard Hall or Vera’s; and abbreviations common only to CSU, such as UMSC.
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 of 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 CCBU 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 CCBU.

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 B 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 CCBU 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 CCBU.

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 cause 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 copies 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 ELIMINATION PROCESS

Selection of Finalists

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.

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 ethics, 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 laws:

- Race or ethnicity 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 B for more information on 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 American with Disabilities Act (ADA).

Even when the committee is aware of a disability, the candidate discloses a disability, you may not ask any questions regarding the disability.

You may only ask if the candidate has 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 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 they will need leave for medical treatment or other reasons related to the disability.

The recommended candidates should be listed, ranked, 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 the memo. For example, John Doe – Withdraw.

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 range for the respective rank/position. If in doubt about the correct salary range, call Human Resources for guidance. In the case of SUCAP 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 offers can be made to the recommendation candidate until the APC 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 the 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 Wishes Under Fair Credit Reporting Act, Disposition & Consent Forms and the Sexual Security Verifications Authority (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 (ci@ccbu.edu) for assistance.

Full-time AAP-4 instructed faculty employed at any rank and SUCAP administrative faculty employed at the Administrator IV level or higher qualifies for H-1B visa sponsorship by CCBU. The Center for International Education will then work directly with the new hire and Department Chair to review the new hire’s current immigration status and explore the feasibility of petitioning for an H-1B Specialty Occupation visa status. The process, which involves sequential approvals by multiple CCBU offices and federal agencies, takes a minimum of 90 days.
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 signature.

☐ 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 of 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 contacts 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, expertise, 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.

PROCEDURES FOR POSITIONS THAT DO NOT REQUIRE AN AFFIRMATIVE ACTION SEARCH

SPECIAL APPOINTMENTS (AAUP, Article 4.8.2)

TEMPORARY APPOINTMENTS (SUOAP-APRCH, Article 13.1)

ACTING/INTERIM APPOINTMENTS (Management Confidential Policies, Article 6.7)

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:
  a) 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.

☐ For all positions except AAUP, a copy of the job description and organizational chart should be attached to the AAP-1 form.

☐ If the job description needs to be created or changed, contact Human Resources (seq1850) 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.

SUOAP and MANAGEMENT CONFIDENTIAL POSITIONS

Temporary appointments may be established for (a) a specific grant-funded or self-supporting project; (b) fulfilling an unclassified employee in an office; or (c) to fill a vacancy while the search is in progress. These temporary appointments are usually filled by an external hire.

☐ 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 final 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 of 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 contacts 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 CSU, including University Assistants, rehired retirees who have never worked at CCSD, 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
  - Sex Offender Database Search
  - Prior employment verification
  - Rehabilitation verification (random 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 Council of State Governments (CSG) Background Investigation Policy.

- 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 all employees 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 employees and members of his/her household, whether they travel together at the same time or not.
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)

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 notify the list and contact the certified candidates meeting 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-IR-126a); and,
✓ Names, titles, and phone numbers of at least 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.
ENSURING AN EFFECTIVE INTERVIEW PROCESS

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 what 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.

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 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.

☐ Interviews 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 D 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 clear records 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 copies or electronic copies of all materials.

☐ In accordance with State and Federal Records Retention Guidelines, search files for all applications 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-3).
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 APP C-2.

☐ A memo justifying the recommendation and an assessment of all finalists interviewed must be attached to the APP C-2 form.

☐ The applications of all candidates interviewed must also be attached to the APP C-2 form.

☐ The Office of Diversity & Equity must approve the APP C-2.

☐ Once approved, the APP C-2 is forwarded to Human Resources. State regulations require that layoff and recall lists be maintained at least 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 of Criminal Conviction, and the General Security Verification Authorization.

☐ Candidates for positions in the Maintenance & Service bargaining unit (CEU) 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 officeprotocols
  - Phone/e-mail for key contacts
  - Building safety/security procedures

PART-TIME (ADJUNCT) FACULTY HIRING PROCESS

In accordance with Article 1.5.3 of the CNS/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 (641751). The position will be posted under “Job Opportunities” on the HR web page.

Contractual Requirements

☐ See the CNS/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 Member 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/Interim – Maximum of four (4) load hours
Part-time Faculty Appointment Form

- The Department Chair or Hiring Manager completes the Part-time Faculty Appointment Form. Signatures are required from:
  - Department Chair/Hiring Manager
  - Dean
  - Graduate Studies (for courses 211 level and above)
  - Graduate Office (grant-funded courses)
- ISRE 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.

Absence Policy
- Part-time faculty do not complete attendance records. It is expected that if a part-time faculty member is unable to teach a class, a substitute will be arranged for and compensated by the member.
- If a part-time faculty member must cancel a class, he/she must call or email 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. Declaration of Consent Forms and the Federal Security 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.
General Information

- The University Assistant is an unclassified part-time non-teaching category of employment established by the 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 $10/hour. Higher hourly rates are at the discretion of the hiring department.
- The 988 hour maximum (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 Porter in Human Resources (porter@ccsu.edu). The position will be posted on Human Resources’ Job Opportunities website.

Hiring Process

- Filing/hiring 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 Office. Confirmation of the President’s approval must be emailed to Karen Porter, 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.

Student Worker Board Resolution 98-62

- Student workers must be matriculated at one of the CCSU 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 pay checks.
- 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 wish 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.
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 $4,600 per semester and $2,400 for half graduate assistantships.

Part-time Graduate Assistants are expected to complete 30 hours per week or 150 hours per semester. Full-time Graduate Assistants are expected to complete 40 hours per week or 360 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 95-115

Developed by the School of Graduate Studies (9/23/93)

A graduate student preparing to enter a student affairs or student service field may be appointed as a Graduate Intern (GI) to provide an intensive 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 semester sessions 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 $60 registration fee per higher if the fee structure changes.)

Each campus is authorized to pay Graduate Intern stipends not to exceed $15,000 for the academic year (10 months) or 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 (3-9 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.
APPENDIX A

Charge of the Search Committee

Position: _______________________________ Search Number: __________________

1. General issues

2. 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.

3. 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.

4. Each applicant must receive an individualized and complete review of his/her qualifications as compared to the job advertisement. If there are enough demands to make 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.

5. All members of the committee must use the same standards to evaluate the applicants. Again, decide before looking at the applications, as to how to rate the qualifications, and then apply it.

6. Members of the committee should discuss 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.

7. Master file: The search chair should maintain clear records and make copies for the committee members. There must be no notes or writing of any kind on the original materials.

8. 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.

SECTION 7

APPENDICES

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-3: 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 qualifications 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 “1 year 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 are 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, such as employer web sites or social media.

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 for and placed by the department, the dean’s office or the academic division. The diversity and minority recruitment committee 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-actual and not coincidental, 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 minimum of the job qualifications. Failure of an applicant to meet any one of the required qualifications will 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 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 factious reasons for placement in the Minimally Qualified category on the ad and 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 Not Minimally Qualified-apply the standards the committee set-in the committee to work towards speeding up the 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 this 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 ____________.

10. Do not interview anyone until this form is completely approved. The Office of Diversity & Equity might reject an AAP form if the pool of finalists does not include an applicant from the target group.

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 stated in the job advertisement."

Letter to candidate in the highly qualified pool but 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).

IV. Interviews:

1. Read through the "Hiring and Search Manual" before beginning to interview. Staff interviews from offering information we don't want to know. Frame your questions carefully.

2. All interviews 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 ask all the interview questions, your ability to vote for candidates is limited. With their consent, candidates might be videod 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. Aligns the committee's decisions for each interview. Be factual, weight 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 conversations 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.

Letter to a candidate who wasphere 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.

Letter to a candidate who was interviewed but will not be invited to campus

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

The Connecticut State University System policy 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 the Connecticut State University System employees and visitors.

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americas with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities unless to do so would cause an "undue hardship." The term reasonable accommodation generally means 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 employees 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 constitutes a reasonable accommodation. At the 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 individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would require 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 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: Ross Rodrigues, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0176, rodriques@ccsu.edu.

The request for accommodation should include current documentation from a healthcare 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.

☐ Explores 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.
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 progress/duration of the impairment(s).
2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential functions of the job you are 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. Explicit:

   [ ] 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 Requester ______________________ 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

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 students?

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 achieved 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 a time when you worked effectively under pressure.

Miscellaneous Interview Questions

Revised by permission of Hudson's 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 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? Describe an example of your communication from a co-worker, boss or peer. How did you respond to it?
- 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 handle it?

HEALTH CARE PROVIDER RELEASE FORM

[ ] _______ (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 present this information to the workplace provider with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and evaluations 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 ____

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 present this information to the workplace provider with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and evaluations 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

Signature of Requester ______________________ Date ____

Reviewed by ______________________ Date ____

Revised October 2008
Tell me about a situation where your schedule was interrupted unexpectedly. What did you do to overcome these?

Tell me about a time when you had to make a decision in less time than you thought was right. When was the last time you got angry and allowed your temper too quickly at work? How did it turn out?

Tell me about a recent time when you had to respond to a situation quickly and efficiently. Tell me about a time when you had to complete a task under time constraints.

Tell me about a time when you were faced with unexpected criticism. Describe a situation where you had to finish a project in a hurry.

Tell me about a time when you had to improve your work habits. Describe a decision you made that was unpopular and how you handled implementing it.

Tell me about a time you had to make a difficult decision. How did you handle this decision? What was the outcome?

Tell me about a time when you had to work with a difficult person or manager. How did you handle this situation?

Tell me about a time when you had to make a difficult decision. How did you handle this situation? What was the outcome?

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APPENDIX E

ILLEGAL INTERVIEW QUESTIONS

REGARDING NATIONALITY
Do not ask:
- Are you a U.S. citizen?
- Where were you (or your parents) born?

BUT... YOU CAN ASK:
- Are you authorized to work in the United States?
- What languages can you read, speak, or write fluently?

REGARDING AGE
Do not ask:
- How old are you?
- When did you graduate from college?
- You're making a career change at this age?
- How old are your grandchildren?

BUT... YOU CAN ASK:
- Are you over the age of 18?

REGARDING MARITAL STATUS AND FAMILY
Do not ask:
- What is your marital status?
- Would your husband (wife) be willing to relocate if you get this job?
- How do you handle all your responsibilities as a single parent?
- Do you have plans to have a family?
- How many children do you have?
- Do you have child care arrangements?
- What does your spouse do?

BUT... YOU CAN ASK:
- Would you be willing to relocate if necessary? Travel is an important part of this job.
- This job requires overtime occasionally. Would you be able and willing to work overtime if necessary?

Examples taken from USA Today, 1/29/01. Illegal Interview Questions

REGARDING AFFILIATIONS
Do not ask:
- To what clubs or social organizations do you belong? (This could be interpreted as an attempt to determine national origin or religion)
- 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:
- 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:
- How tall are you?
- How much do you weigh?

BUT... YOU CAN ASK:
- This job requires that you lift a 50-pound weight and carry it 100 yards. Can you do that?

REGARDING FINANCES
Do not ask:
- Do you own your own home?
- Do you have any credit card debt?

REGARDING DISABILITY
Do not ask:
- Do you have any disabilities?

BUT... YOU CAN ASK:
- Are you able to perform the essential functions of this job with or without reasonable accommodations?

REGARDING MILITARY SERVICE

APPENDIX F

AALP EMERGENCY APPOINTMENT ORDER CONNCTICUT STATE UNIVERSITY
(Governed by Title 5, CFP at AALP Custody)

A copy of the approved APF 1 form must be attached to this form when submitted.

SEARCH # ___________

1. DEPARTMENT ___________

2. DESCRIPTION OF DUTIES AND RESPONSIBILITIES: ___________

3. DESCRIPTION OF DUTIES AND RESPONSIBILITIES: ___________

4. POSITION VACATED BY: ___________

DATE ___________

NEW POSITION ___________

THE CANDIDATE SHALL NOT BE OFFERED THIS POSITION UNTIL THIS FORM HAS BEEN SIGNED BY THE DEPARTMENT WITH ALL REQUIRED SIGNATURES. IF THE CANDIDATE WILL BE A NEW EMPLOYEE, PLEASE ATTACH A COPY OF CANDIDATE'S RESUMES AND OFFICIAL TRANSCRIPTS. IN ADDITION, ALL NEW EMPLOYEES MUST FILE OUT A BACKGROUND INVESTIGATION COUNTERFORM (FACTOR) AND THE CMS EMPLOYMENT APPLICATION, WHICH CAN BE Found At http://www.cgs-edu/hr/mail/mail/2002/02/02/cparr.html

NAME OF CANDIDATE ___________

PROPOSED DATE ___________

START DATE ___________

END DATE ___________

HISPANIC ___________

OTHER ___________

W = White  B = Black  H = Hispanic  O = Other  U = Unknown

Special requests or conditions:

This form should be routed to Human Resources after all signatures are affixed. Human Resources will prepare the letter of appointment.

1. ___________

2. ___________

3. ___________

4. ___________
APPENDIX G

University Assistant Appointment
Fiscal Year 2015 - 2016

PLEASE COMPLETE DUAL EMPLOYMENT FORM FOR MULTIPLE TEACHING ASSIGNMENTS WITHIN CT STATE HIGHER EDUCATION

NAME OF EMPLOYER: [University Name]

ADDRESS: [University Address]

PHONE: [University Phone Number]

DEPARTMENT: [University Department]

POSITION: [University Position]

START DATE: [Start Date]

END DATE: [End Date]

TOTAL WEEKS: [Total Weeks]

SCRATCH OUT SHEET AS APPLICABLE

New Appointments Only

Authorized Signature: [Signature]

Date: [Date]

APPENDIX H-A

DUAL EMPLOYMENT FORM

For Multiple Teaching Assignments within CT State Higher Education

Name of Connecticut Human Resources

Dual Employment Request Form

For Multiple Teaching Assignments within CT State Higher Education

NAME OF EMPLOYER: [University Name]

ADDRESS: [University Address]

PHONE: [University Phone Number]

DEPARTMENT: [University Department]

POSITION: [University Position]

START DATE: [Start Date]

END DATE: [End Date]

TOTAL WEEKS: [Total Weeks]

SCRATCH OUT SHEET AS APPLICABLE

New Appointments Only

Authorized Signature: [Signature]

Date: [Date]

APPENDIX H-B

DUAL EMPLOYMENT FORM

State of Connecticut Human Resources

Dual Employment Request Form

For Multiple Teaching Assignments within CT State Higher Education

NAME OF EMPLOYER: [University Name]

ADDRESS: [University Address]

PHONE: [University Phone Number]

DEPARTMENT: [University Department]

POSITION: [University Position]

START DATE: [Start Date]

END DATE: [End Date]

TOTAL WEEKS: [Total Weeks]

SCRATCH OUT SHEET AS APPLICABLE

New Appointments Only

Authorized Signature: [Signature]

Date: [Date]
### Student Worker Pay Rates and Job Classifications

<table>
<thead>
<tr>
<th>Class</th>
<th>Position Description</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class I</td>
<td>Position requiring no work experience or some experience and/or training sufficient to work at semi-skilled jobs not requiring supervisory responsibility; receive tasks such as desk reorganization or jobs of short duration such as inventory or special events.</td>
<td>$9.40, $10.33, $11.55</td>
</tr>
<tr>
<td>Class II</td>
<td>Position requires proven skills and/or technical knowledge with capability of assuming extra responsibilities such as supervision of others, data entry, or acting as supervisor.</td>
<td>$10.56, $12.00, $13.66</td>
</tr>
<tr>
<td>Class III</td>
<td>Advanced position requiring skills and knowledge acquired through prior employment or class standing 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.</td>
<td>$12.18, $13.72, $15.54</td>
</tr>
</tbody>
</table>

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.
- **Effective Dates:**
  - All administrative adjustments are made for the previously paid period.
  - Approval form to Business Services, Human Resource Services. An effective and prompt review of requests for adjustment is dependent upon accurate and complete justification forms. Please be sure to provide all required information so further steps can be taken.
  - Any increase in wage rates will affect your student assistant budget. We encourage you to assess the impact on your budget to ensure that funds are not over-expended.

Rev. Effective 12/26/2015

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### APPENDIX J

#### STUDENT WORKER PAY INCREASE JUSTIFICATION

<table>
<thead>
<tr>
<th>Student's Name:</th>
<th>____________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last</td>
<td>First</td>
</tr>
<tr>
<td>CCSU ID Number:</td>
<td>____________________________</td>
</tr>
<tr>
<td>Position Code</td>
<td>____________________________</td>
</tr>
<tr>
<td>Proposed Pay Rate:</td>
<td>$ __________ / hour</td>
</tr>
<tr>
<td>Date employed as a Student Worker in your department:</td>
<td>_____ / _____</td>
</tr>
<tr>
<td>Student Worker class of pay request:</td>
<td>I</td>
</tr>
<tr>
<td>Summary of tasks and duties assigned to the Student Worker:</td>
<td>____________________________</td>
</tr>
</tbody>
</table>

**For classification requests to Class II, 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.**

<table>
<thead>
<tr>
<th>Supervisor’s Printed Name</th>
<th>____________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor’s Signature</td>
<td>____________________________</td>
</tr>
<tr>
<td>Department</td>
<td>____________________________</td>
</tr>
<tr>
<td>Extension</td>
<td>____________________________</td>
</tr>
<tr>
<td>Date</td>
<td>____________________________</td>
</tr>
</tbody>
</table>

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**Student Payroll Services Department Use Only**

<table>
<thead>
<tr>
<th>Authorized Approval</th>
<th>____________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>____________________________</td>
</tr>
</tbody>
</table>