

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>, in their respective occupational categories. In addition, the University lists all unclassified vacancies in each occupational category at www.higheredjobs.com. All classified vacancies in each occupational category are listed on the Department of Administrative Services website, and many are shared with the CT Association 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)

GOALS:

Hires		Promotions	
3	White females	1	White female
1	Black female		
1	AAIANHNPI male		
1	AAIANHNPI female		

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) AAIANHNPI males; One (1) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI 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 collective 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) AAIANHNPI 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 **AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI 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 **AAIANHNPI 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

Hires		Promotions	
1	White female	12	White females
		8	AAIANHNPI males

No hires occurred in this category.

B. ASSOCIATE PROFESSOR

Hires		Promotions	
2	Black males		
3	Black females	1	Black female
1	Hispanic male		
3	Hispanic females	2	Hispanic females
1	AAIANHNPI female	1	AAIANHNPI female

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

Hires		Promotions	
1	White male		
4	White females		
2	Hispanic males		
1	AAIANHNPI female		

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) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI males; Two (2) AAIANHNPI 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 ListServes* and other composition-related distribution lists, *The Chronicle of Higher Education*, *Diversejobs.net*, and *Higherjobs.com*.

Forty (40) individuals applied for this position: Fourteen (14) White males; Eighteen (18) White females; One (1) Black female; Two (2) AAIANHNPI males; Two (2) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI 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 *Higherjobs.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) AAIANHNPI males; Five (5) AAIANHNPI 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) AAIANHNPI male; Two (2) AAIANHNPI 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 *Higherjobs.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) AAIANHNPI males; Three (3) AAIANHNPI 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) AAIANHNPI males; Two (2) AAIANHNPI females; One (1) Unknown female; and One (1) Unknown unknown.

- Of the **two (2) AAIANHNPI 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) AAIANHNPI female.

- The **AAIANHNPI 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) AAIANHNPI male; Four (4) AAIANHNPI 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) AAIANHNPI female; and, One (1) Unknown female.

- The **AAIANHNPI 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) AAIANHNPI male; and Three (3) AAIANHNPI 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 the 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 *HigherJobs.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) AAIANHNPI males; Ten (10) AAIANHNPI 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) AAIANHNPI males; Four (4) AAIANHNPI females; and Two (2) Unknown females.

- Of the **four (4) AAIANHNPI 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) AAIANHNPI males; Six (6) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI 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*, *Higherjobs.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

Advertisements and/or announcements were placed in <http://aria.org/jobs/jobposting.htm>, <http://www.stat.ufl.edu/jobs>, and emails to the following Ph. D. programs in actuarial science: UConn, Temple U, Toronto, and Waterloo, *The Chronicle of Higher Education*, *Diversejobs.net*, and *Higherjobs.com*.

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) AAIANHNPI males; Seven (7) AAIANHNPI 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) AAIANHNPI males; Six (6) AAIANHNPI females; and One (1) Unknown male.

- The **Hispanic male** submitted an incomplete application, i.e., missing resume.
- Of the **six (6) AAIANHNPI 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) AAIANHNPI female.

- The **AAIANHNPI 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) AAIANHNPI males.

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

- The **selected AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI males; Two (2) AAIANHNPI 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) AAIANHNPI males; One (1) AAIANHNPI 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 **AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI males; One (1) AAIANHNPI female; and One (1) Unknown male.

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

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

- The **selected AAIANHNPI 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 **AAIANHNPI 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

Hires		Promotions	
2	Black males		
1	Black female		
1	Hispanic male		
1	Hispanic female		
1	AAIANHNPI male		

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) AAIANHNPI 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) AAIANHNPI 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

Hires		Promotions	
1	Black male		
4	AAIANHNPI males		
5	AAIANHNPI females		

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 SUOAF 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) AAIANHNPI males; Three (3) AAIANHNPI 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) AAIANHNPI males; Five (5) Unknown males; One (1) Unknown female; and One (1) Unknown unknown

- The **two (2) AAIANHNPI 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) AAIANHNPI females; and Nine (9) Unknown females.

- Of the **three (3) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI males; One (1) AAIANHNPI female; Four (4) Unknown males; Eleven (11) Unknown females; and One (1) Unknown unknown.

- **The two (2) AAIANHNPI 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) AAIANHNPI 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) AAIANHNPI male; and Four (4) Unknown females.

- The **AAIANHNPI 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 oversight 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) AAIANHNPI males; One (1) AAIANHNPI 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) AAIANHNPI males; and One (1) Unknown male.

- Of the **Four (4) AAIANHNPI 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) AAIANHNPI 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 **AAIANHNPI 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) AAIANHNPI male; Three (3) AAIANHNPI 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) AAIANHNPI male; Three (3) AAIANHNPI females; Three (3) Unknown males; Seven (7) Unknown females; and One (1) Unknown unknown.

- The **non-qualified AAIANHNPI male** submitted an incomplete application, i.e., missing references.
- Of the **three (3) non-qualified AAIANHNPI 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 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: 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

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., 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*, *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-lookup 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) AAIANHNPI males; Three (3) AAIANHNPI 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) AAIANHNPI males; Three (3) AAIANHNPI females; Three (3) Unknown males; and Three (3) Unknown females.

- Of the **two (2) AAIAHNPPI 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) AAIAHNPPI 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 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) AAIANHNPI males; Two (2) AAIANHNPI 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) AAIANHNPI males; Two (2) AAIANHNPI females; Two (2) Unknown males; and Four (4) Unknown females.

- Of the **three (3) AAIANHNPI 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 handling chemicals and food.
- Of the **two (2) AAIANHNPI 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) AAIANHNPI 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 AAIANHNPI 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)

Hires		Promotions	
4	White males		
2	Hispanic females	1	Hispanic Female
1	AAIANHNPI female		

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

Hires		Promotions	
1	White male	1	White female
1	Black female		

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

Hires		Promotions	
3	White females		
1	Black male		
1	Hispanic female		

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

Hires		Promotions	
4	White males		
1	White female		
1	Hispanic female		

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. As

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

Hires		Promotions	
1	Black male		
2	Hispanic males		

There were no hires in this category.

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hires		Promotions	
1	White female	1	White female
1	Black male		
2	Hispanic males	1	Hispanic male
1	AAIANHNPI male		

There were no hires in this category.

SERVICE MAINTENANCE/CUSTODIANS

Hires		Promotions	
3	Black males		
2	Black females		
1	Hispanic male		
1	AAIANHNPI male		

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) AAIANHNPI 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) AAIANHNPI 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)

Hires		Promotions	
3	White females	1	White female
1	Black female		
1	AAIANHNPI male		
1	AAIANHNPI female		

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) AAIANHNPI 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 **AAIANHNPI female** 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

Hires		Promotions	
1	White female	12	White females
		8	AAIANHNPI males

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 male (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

Hires		Promotions	
2	Black males		
3	Black females	1	Black female
1	Hispanic male		
3	Hispanic females	2	Hispanic females
1	AAIANHNPI female	1	AAIANHNPI female

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) AAIANHNPI 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)

Hires		Promotions	
1	Black male		
4	AAIANHNPI males		
5	AAIANHNPI females		

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

Promotions	
1	Hispanic Female

No promotions occurred during the reporting period.

A. SECRETARIAL CLERICAL/SECRETARY 2

Promotions	
1	White female

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

Promotions	
1	White female
1	Hispanic male

No promotions occurred during the reporting period.

B. SERVICE MAINTENANCE/CUSTODIANS

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 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

Goal	Description of Goal	Progress towards Goal
<p>1. Recruitment & Equitable Search Process Continued Internal SUOAF Search Process</p>	<p>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.</p>	<p>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.</p>
<p>2. Promotion of Equal Opportunity and Harassment-free Workplace Training</p>	<p>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.</p>	<p>Achieved: During the reporting period, ODE conducted one session on implicit bias and will continue to incorporate this annually.</p>

	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.
	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.	Achieved: ODE conducted sessions on race, implicit bias, and LGBT inclusion during the reporting period. This will be a standing practice
	ODE will provide new online Title IX training.	Achieved: Implemented <i>No More</i> online training program.
3. Promotion of Equal Opportunity and Harassment-free Workplace Employee Climate Survey	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.
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.	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
PROVOST**

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, Central 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.

1



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 vita, and contact information (names, phone numbers, and email addresses) for five references in a single MS Word or PDF document to CentralProvost@agbsearch.com.

For full consideration applications should be received by October 23, 2017. Inquiries and nominations should be directed to: Robert Holyer, Ph.D. Senior Consultant, AGB Search, rk@agbsearch.com. 804-359-9370, 804-402-6736 ©

All inquiries, 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 University, please visit www.ccsu.edu. For more information about Connecticut State Colleges and Universities, visit www.ct.edu. For more information on the city and region, please visit www.ctvisits.com, www.city-data.com/city/New-Britain-Connecticut.html and www.visitconnecticut.com.

Central Connecticut State University is committed to a policy of equal opportunity and affirmative action for all qualified persons. As 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.

2



HUMAN RESOURCES: DIRECTOR EMPLOYEE & LABOR RELATIONS [HC18-034]

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
- 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.

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 currently enrolls approximately 11,880 students - 9,554 undergraduates, and 2,326 graduates. CCSU is richly diverse: more than 30 percent of students are from communities of color. Visit our web site at <http://www.ccsu.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 "steward 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 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 February 20, 2018. Salary is commensurate with experience within the established range for this position. The minimum annual salary is \$86,200 with excellent fringe benefits including tuition waiver for employee

and eligible dependents at any of the Connecticut State Universities (Central, Eastern, Southern or Western). To begin the application process, click on the **Apply Now** button 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 with mail and email addresses and telephone numbers.

Please redact any personally identifiable information (i.e., SSN, DOB, marital status) from any documents submitted. Incomplete applications will not be considered. Emailed or mailed copies will not be accepted.

For more information contact Ms. Ellen Mantel, CCSU Human Resources at mantele@ccsu.edu.

Central Connecticut State University is an affirmative action and equal opportunity employer
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Assistant/Associate Professor (C18-014)
Accounting Department

Central Connecticut State University invites applications for two full-time, tenure-track faculty positions in the Accounting Department within the School of Business, effective 2018-2019 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 2018 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 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

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

Application and Appointment: For full consideration, applications must be received by October 30, 2017. Salary and rank are commensurate with education and experience. Incomplete files will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following in a [single file](#) and in the order given below:

- Letter of interest addressing the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Unofficial transcripts
- ABD candidates must submit letter from thesis advisor stating anticipated date of completion.

Finalists will be asked to submit three letters of recommendation. For information contact, Prof. Marie Kulesza at 860-832-2497 or kulesza_mag@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant/Associate Professor of Social Work—Clinical [REDACTED] (C18-016B)
Department of Social Work
Revised and Extended

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

Required Qualifications

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

Preferred Qualifications

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

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The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American 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 March 10, 2018. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position including a statement on demonstrated scholarship & publications
- Current curriculum vitae with the names of three current professional references with addresses, email addresses and telephone numbers
- Unofficial Transcripts (official copies will be required)—redact SSN/date of birth

No hard or emailed copies will be accepted. For information contact Joanne Leon, Ph.D., MSW, LCSW Chair, Department of Social Work and Search Committee Chair at 860 832-3146 or at LeonJ@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 (C18-022)
Psychological Sciences Department**

Central Connecticut State University invites applications for a full-time, tenure-track position in the Psychological Sciences Department. The successful candidate will teach undergraduate courses in biopsychology 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 multiculturalism 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
- A demonstrated ability to work with a diverse student population
- Ability to teach research methods and/or statistics

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 - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

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 "steward 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 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 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.ccsu.edu/jobs or click on [Apply Now](#) and [electronically](#) submit the following:

- Letter of Interest addressing all the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Rebecca Wood at 860-832-3106 or woodre@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 Director (C18-026)
Director of Writing Center**

Central Connecticut State University's English Department invites applications for a full-time, tenure-track assistant professor of English to direct the University's Writing Center. The successful candidate will join an English department that has a Director of Composition, a Developmental Writing Specialist, a graduate TESOL program, and a vibrant Writing Minor. The Writing Center Director will provide leadership in building an effective resource for students and faculty; duties 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 to the campus community; and developing in-class workshops. Normal load is 12 credits per semester, which the director divides between Writing Center administration and teaching courses in the English department that include a peer-tutoring course, first-year writing courses, and upper-level writing courses. The position also requires active scholarship and publication in the field, plus university and professional service. Candidates are expected to be committed to promoting multiculturalism and working with a diverse student body.

Required Qualifications

- Ph.D. in Composition/Rhetoric, 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 working with ESL writers 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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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 "steward 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 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 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/jobs or click on [Apply Now](#) and [electronically](#) submit the following:

- Letter of interest addressing qualifications for the position;
- Current curriculum vitae;
- Unofficial transcripts for highest degree and any other relevant graduate degrees;
- One sample of recent scholarly writing (published or unpublished); and,
- Names 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 e-mail attachments to the chair of the English Department, Dr. Stephen Cohen, at cohens@ccsu.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 860-832-2795 or cohens@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 Tenure Track Position Search #C18-024
Criminology and Criminal Justice

Central Connecticut State University invites applications for a full-time, Assistant Professor in the Criminology and Criminal Justice Department. The Criminology Department's mission is to lead the state of Connecticut in the creation and dissemination of theoretical, scientific, and practical knowledge of Criminal Justice and is a growing multi-disciplinary department offering a B.A. in Criminology and a M.S. in Criminal Justice. Candidates are expected to be committed to multiculturalism 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 (A J.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 members' areas of specialization ([click here](#) to 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 college/university and professional service, especially with underserved populations

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Assistant Professor (C18-025)
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 ELCC-recognized leadership programs beginning fall 2018. Currently offering Master (M.S.) degrees in Teacher Leadership and in Educational Technology, post-Master licensure programs for intermediate school leaders (Sixth Year Certificate) and for superintendents, and an Ed.D. in Educational Leadership with PK-12 and Higher Education strands, 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. Licensure programs are NCATE/CAEP/ELCC 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 Sixth Year school leader licensure program.

We are currently searching for a new colleague who will thrive in a collaborative department that strongly values diversity, social justice, and equity and is dedicated to preparing leaders for districts and schools. The successful candidate will be willing to undertake the challenges and opportunities involved with teaching and supervising graduate student candidates for administrative licensure such as chairperson, assistant principal, principal, and assistant superintendent and 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/cognition; 3) social emotional learning; 4) organizational 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 pre-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 learners or Special Education;
- Demonstrated expertise in online course design and delivery;
- A research agenda that addresses leadership issues including social justice and equity;

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/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of Interest addressing all the qualifications for the position
- Curriculum Vita
- Names of three professional references with addresses, email addresses and telephone numbers.
- Transcripts (Unofficial copies are acceptable; if selected, official copies will be required.)
- ABD candidates—letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Susan Koski, Search Chair at koskisum@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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- Experience in U. S. public education as a district and/or school leader; and,
- Experience with accreditation (CAEP/NCATE/ELCC) and implementation of performance assessment.

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Application and Appointment: For full consideration, applications must be received by 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/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter describing all qualifications for the position
- Detailed curriculum vitae
- Examples of three recent 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 email 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. Redact any personally identifiable information.

For more information, contact Dr. Sheldon Watson at (860) 832-2576 or watsonshl@ccsu.edu.

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



Assistant/Associate Professor of Social Work—Clinical (C18-015)
Department of Social Work

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

Required Qualifications

- Doctorate in Social Work or related field including a JD; ABD considered if the completion of the doctorate is by June 1, 2018
- MSW from a CSWE accredited university
- Three years full-time post MSW clinical social work direct practice experience
- Commitment to serving culturally, ethnically and linguistically diverse communities
- College teaching experience in a variety of social work foundation and practice courses such as research methods, human behavior and the social environment, generalist practice & policy

Preferred Qualifications

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

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Application and Appointment: For full consideration, applications must be received by October 31, 2017. Salary and rank are commensurate with education and experience. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position including a statement on demonstrated scholarship & publications
 - Current curriculum vitae with the names of three current professional references with addresses, email addresses and telephone numbers
 - Unofficial Transcripts (official copies will be required)—redact SSN/date of birth
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

No hard or emailed copies will be accepted. For information contact Joanne Leon, Ph.D., MSW, LCSW, Chair, Department of Social Work and Search Committee Chair at 860 832-3146 or at Leonj@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

CCSU is an affirmative action and equal opportunity employer.



Assistant Professor Mathematics Education (C18-029)
Department of Mathematical Sciences

Central Connecticut State University's (CCSU) Department of Mathematical Sciences is seeking a dynamic faculty member with a strong mathematics background and teaching experience within the K-12 grade levels. This is a tenure-track faculty position with a course load of 12 credits per semester, research, and service to the university and the profession. The faculty member filling this position will have responsibilities in the department for teaching curricula that prepare undergraduates and graduate students to integrate mathematics content for elementary, secondary, and administrative licensure programs. CCSU is a community of learners dedicated to teaching and to scholarship. We encourage the development and application of knowledge and ideas through research and outreach activities. We prepare students to be thoughtful, responsible and successful citizens and teachers. The position is full time beginning August 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 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 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

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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/jobs or click on the [Apply Now](#) and electronically submit the following:

- Letter of interest addressing the qualifications for the position and accomplishments
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Two statements: 1) Statement of Research; 2) Philosophy of Teaching
- Unofficial transcripts of all coursework in mathematics (redact SSN)
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Robin S. Kalder, Chair of the Mathematics Education Search Committee at 860-832-2842 or kalderr@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant/Associate Professor (C18-017)
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 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; 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/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 or 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 or more expertise in the following areas: 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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Assistant/Associate Professor (C18-011)
Department of Chemistry & Biochemistry

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

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Application and Appointment: For full consideration, applications must be received by 5:00 PM, October 27, 2017. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- Proposal of research suitable for undergraduate involvement.

Emailed or mailed copies will not be accepted. For more information contact Dr. Guy Crundwell at crundwell@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Application and Appointment: For full consideration, applications must be received by December 5, 2017. Salary and rank are commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing all the qualifications for the position
- Current curriculum vitae
- Names of three current professional references with addresses, email addresses and telephone numbers
- For ABD candidates, letter from thesis advisor stating anticipated date of completion.

Emailed or mailed copies will not be accepted. For more information contact Dr. Michael Bartone, Chair, Search Committee, at 860-832-2183 or bartone@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor (C18-013)
Department of Economics

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 (http://web.ccsu.edu/facultysenate/files/Department_P_T_Guidelines/EconomicsPTGuide2017.pdf). 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.

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Application and Appointment: For full consideration, applications must be received by November 3, 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/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of application addressing all the qualifications for the position. The letter should specifically detail: why you are a meet the qualifications for this position, your qualifications as a teacher and a scholar, and your ability to facilitate internship placements.



Assistant Professor (C18-027)

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 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 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
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

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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/jobs 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



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

Mathematical Sciences 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, 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, material from the SOA/CAS 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/jobs 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

- 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 860-832-2727 or Christina.Robinson@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.

- 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 Kovel, Search Committee Chair, at 860-832-0192 or kovelj@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Emailed or mailed copies will not be accepted. For more information, contact Professor Roger Blilsoly at 860-832-2852 or BlilsolyR@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant Professor of Human Anatomist/Physiologist (C18-010)
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 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. Candidates are expected to be committed to multiculturalism and working with a diverse student body.

Required Qualifications:

- PhD (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:

- Preferred 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

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The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American 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 from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by November 15, 2017. Salary and rank are commensurate with education and experience. Incomplete applications will *not* be considered; emailed or mailed copies will *not* be accepted. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Now](#) and electronically submit the following:

- 1) letter of interest addressing qualifications for the position
- 2) current curriculum vitae
- 3) names of three current professional references with mail and email addresses, and phone numbers,
- 4) unofficial transcripts

Please redact social security number and date of birth from any documents submitted. For more information, contact Dr. Doug Carter at (860) 832-2749 or carterd@ccsu.edu.

Central Connecticut State University is an equal opportunity employer and educator.



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

Required Qualifications

- Bachelor's degree
- 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 Qualification

- Previous coaching and/or playing experience at Division I/II level

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Application and Appointment: For full consideration, applications must be received by June 19, 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/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
- 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 Pincince at 860-832-3089 or pincinct@ccsu.edu.

CCSU is an affirmative action and equal opportunity employer.



Assistant Football Coach: Offensive Line (C18-052)
Department of Intercollegiate Athletics

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 years of Division I coaching experience
- Five years of coaching offensive line
- Recruiting experience

Preferred Qualifications

- Five 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

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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 June 13, 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/jobs or click on [Apply Now](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position;
- Current resume; and,
- Names of three current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers

Emailed or mailed copies will not be accepted. For more information, contact Adam Jenkins, Director of Field Operations at ajenkins@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Assistant to the Director of Residence Life/Resident Director (C18-044)
Department of Residence Life

Central Connecticut State University invites applications for a full-time Assistant to the Director of Residence Life/Resident Director in the Department of Residence Life. This is a 10-month live-in professional staff member responsible for the overall quality of life in a University residence hall. The emphasis of this position is on establishing and maintaining an atmosphere conducive to personal growth, community building and academic achievement. Candidates are expected to be committed to multiculturalism and working with a diverse student body. **Please note CCSU does not permit pets.**

Required Qualifications

- Bachelor's degree
- Two years (FTE) 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 Microsoft Office Suite and Adirondack Solutions 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 in college/university setting
- Demonstrated experience with crisis management including student conduct

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Application and Appointment: For full consideration, applications must be received by May 7, 2017. Salary is commensurate with education and experience. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

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

- Names of three current professional references (including a current or former supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Joanne M. Milke at 860-832-1957 or jmilke@ccsu.edu. Please make sure your Social Security Number and date of birth are not listed on any documents submitted.

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



Assistant Director (C17-039)
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 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

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Application and Appointment: For full consideration, applications must be received by May 5, 2017. Salary is commensurate with education and experience; minimum salary is \$52,489. Incomplete



applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references (including one supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact, Nivio Perez, Search Committee Chair at 860-832-2292 or nperez@ccsu.edu. If selected for an on-campus interview, candidates will be required to deliver a presentation as part of the interview process (if selected).

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 (C17-040)
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 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
- Minimum of 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

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

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

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Advising and Career Exploration Specialist (C18-020)
CCSU Explore Center

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 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

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Application 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 \$53,000. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

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

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 May 19, 2017. Salary is commensurate with education and experience; minimum salary is \$52,489. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references (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 LeMaire, Search Chair and Professor of Physics at 860-832-2939 or lemaire@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.

No hard or emailed copies will be accepted. For more information contact Donna DeCarlo at 860-832-1805 or ddecarlo@ccsu.edu.

Please make sure your Social Security Number is not listed on any documents submitted.
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Institutional Review Board (IRB) Administrator (C18-030)
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 of 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 years' work experience as an IRB professional or administrator
- Certified IRP professional
- Proficiency working with Microsoft Suite, 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 \$62,000. Incomplete

applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Dr. James Conway at 860-832-3107 or jconway@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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Recreation Specialist (C18-032)
Student Activities/Leadership Development Department

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 oversight 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
- 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

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

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

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 \$52,489. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

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

No hard or emailed copies will be accepted. For more information contact Marla Santilli at 860-832-1999 or Santilli@ccsu.edu. Please make sure your Social Security Number is not listed on any documents submitted.

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No hard or emailed copies will be accepted. For more information contact Kathy Poirier at 860-832-1982 or Poirier@ccsu.edu.

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**Assistant Director of the Student Center--Operations (C17-041)
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 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.

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Application and Appointment: For full consideration, applications must be received by June 1, 2017. Salary is commensurate with education and experience; minimum salary \$52,500. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

- Letter of interest addressing qualifications for the position
- Current resume
- Names of three current professional references (one must be a current or former supervisor) with addresses, email addresses and telephone numbers



**Assistant in Fiscal Affairs (C18-037)
Fiscal Affairs Division**

Central Connecticut State University invites applications for a full-time, Assistant in Fiscal Affairs (SUOAF-Administrator I) 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 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. 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., 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.

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 - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are from communities of color. Visit our web site at <http://www.ccsu.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 "steward 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 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 February 5, 2018. Salary is commensurate with education and experience; minimum salary is \$44,000. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

DRAFT



Diversity Associate (C18-040)
Office of Diversity and Equity

- 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. Please make sure your Social Security Number is not listed on any documents submitted. For more information, contact F. Kamillah Hastings at 860-832-0045 or hastings@ccsu.edu.

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

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 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.

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Coordinator of Clinical Placement and Laboratory Learning (C18-042)
School of Educational and Professional Studies (SEPS): Nursing Department

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 \$85,000 with excellent fringe benefits including tuition waiver for employee 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 Here](#) 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 hard or emailed copies will be accepted. For more information contact Sharon Gaddy at 860-832-1653 or gaddyshiv@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.

Central Connecticut State University invites applications for a full-time, Coordinator of Clinical Placement and Laboratory Learning in the SEPS, Nursing Department. The Coordinator of Clinical Placement and Laboratory Learning is responsible for collaborating with the Department Chairperson, program coordinators, and faculty in identifying and negotiating clinical placement settings, appropriate preceptors (graduate program), 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 years of clinical experience as a Registered Nurse and two 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

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 - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are from communities of color. Visit our web site at <http://www.ccsu.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 "steward 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 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 \$61,617. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following 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 hard or emailed copies will be accepted. For more information, contact Dr. Leona Konieczny at 860-832-3104 or konieczny@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.

Environmental Health and Safety Assistant (C17-028)
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 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

The University: CCSU is one of four universities in the Connecticut State Colleges & Universities system. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." CCSU serves approximately 12,200 students - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are of traditional minority heritage. Visit our web site at <http://www.ccsu.edu/>.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American 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 3, 2017. Salary is commensurate with education and experience; starting salary is \$43,360. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit all of the following:

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

**State of Connecticut
JOB POSTING**

**CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
POLICE OFFICER / PROTECTIVE SERVICES TRAINEE (Police)
2 Vacancies**

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

Open To: The Public
Location: CCSU Police Department – New Britain, CT
Job Posting No: C18-006
Hours: 40 Hours per week. Shift to be determined
Salary: Police Officer: \$53,540 to \$70,449 (Salary Grade: PS 11)
Protective Services Trainee (Police): \$40,226 to \$53,982 (Salary Grade: PS 05)
Closing Date: August 22, 2017

ELIGIBILITY REQUIREMENTS:

Police Officer: Candidates must have certification as a law enforcement officer in the State of Connecticut pursuant to regulations promulgated by the Connecticut Police Officer Standards and Training Council (CT POST Council). Note: Candidates with a pending certification status may be employed on a temporary basis pending re-certification by the CT POST Council.

Protective Services Trainee: Candidates must have applied for and passed the Protective Services Trainee exam.
NOTE: The results of the exam administered between April and May 2017 have not yet been published; however, if you took the exam, you may submit an application package. Please note, only those that passed the exam and are placed on an active certification list promulgated by the Department of Administrative Services will be considered. State employees currently holding the above title or those who have previously attained permanent status may apply for lateral transfer. Applicants will not have the opportunity to take the exam prior to the above closing date to qualify for this particular vacancy.

Knowledge, Skills and Abilities: Knowledge of police and security practices and procedures, relevant state and federal laws, statutes and regulations, traffic and crowd control practices and procedures, criminal law and court procedures; considerable interpersonal skills; oral and written communication skills; ability to analyze emergency situations and develop effective courses of action; ability to utilize computer software.

Special Requirements: Applicants must be U.S. citizens; are subject to selection standards pursuant to Section 7-294-a-e of the Connecticut General Statutes and the regulations of the CT POST Council; must maintain certification as a Police Officer in the State of CT; must maintain certifications pursuant to the CT POST Council and/or agency requirements; must possess and maintain a valid Motor Vehicle Operator license; may be required to obtain and maintain Emergency Medical Technician (EMT) certification; must be eligible and qualified to bear arms; may be required to travel.

Physical Requirements: Incumbents in this class must possess general good health, be free from any disease or injury which would impair health or usefulness and possess and retain sufficient physical strength, stamina, agility, endurance and visual and auditory acuity required, to perform the duties of the class. A physical fitness assessment will be required of all applicants. A comprehensive medical examination, including a controlled substance screening, will be required of all applicants upon a conditional offer of employment.

See job description for Police Officer (8035) at: <http://fas.ct.gov/HR/JobSpecNew/JobData1.asp?FCC=6945>

See job description for Protective Services Trainee (6600) at: <http://fas.ct.gov/HR/JobSpecNew/JobData1.asp?FCC=6944>

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

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

- 1) Cover letter specifying this Job Posting Number: C18-006
- 2) Completed State application (CT-HR-12 – available at: http://fas.ct.gov/HR/Forms/CT-HR-12_Application.pdf)
- 3) Names, titles and phone numbers of two current professional references.
- 4) State employees must attach copies of your two most recent performance appraisals.

Incomplete application packages will not be accepted. Applications must be received by Human Resources before 5:00 p.m. on August 22, 2017 for consideration. Faxes will not be accepted. Send or hand deliver application packages to:

Human Resources
Davidson Hall – Room 101
Central Connecticut State University
1616 Stanley Street
New Britain, CT 06000
(Telephone: 860-832-0031)

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

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

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

- Names of three current professional references (one must be a supervisor) with addresses, email addresses and telephone numbers

No hard or emailed copies will be accepted. For more information contact Ms. Rene Karas at 860-832-3387 or karasr@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.

State of Connecticut
JOB POSTING

CENTRAL CONNECTICUT STATE UNIVERSITY
JOB OPPORTUNITY
CUSTODIAN
(4 vacancies)



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

Open To: The Public
Location: Facilities Management
Job Posting No: C18-005 (include Job Posting Number in Cover Letter)
Hours: Monday through Friday 6 A.M. to 2 P.M. with a ½ hour meal period (37.5 hours per week)
Tuesday through Saturday 6 A.M. to 2 P.M. with a ½ hour meal period (37.5 hours per week) (2 openings)
Tuesday through Saturday 4 P.M. to 12 A.M. with a ½ hour meal period (37.5 hours per week)

Salary: \$18.03 Hourly (Salary Grade TE-5)

Closing Date: August 24, 2017

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

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

- 1) Cover letter specifying this Job Posting Number: C18-005
- 2) a completed State Application for Employment: [CT-180-12](#)
- 3) the names, titles and phone numbers of two current professional references
- 4) State employees attach copies of your two most recent performance appraisals.

Incomplete and/or late application packages will not be accepted. Application packages must be received by Human Resources before 5 P.M., on August 24, 2017. Faxes will not be accepted. Send or deliver application packages to:

Human Resources
Davidson Hall—Room 101
Central Connecticut State University
1615 Stanley Street
New Britain, CT 06550
(Telephone: 860-832-0031)

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

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

The State of Connecticut is an equal opportunity/affirmative action employer and strongly encourages the applications of all underrepresented groups, women, veterans, minorities and persons with disabilities.

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

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.

The Carol A. Ammon College of Liberal Arts and Social Sciences (CLASS) prepares students for a complex interdependent world as engaged and thoughtful global citizens. Through learning in the liberal arts tradition, students are challenged to be critical, creative thinkers; accurate, effective communicators; and knowledgeable members of society. Graduates of CLASS are innovative, intellectually curious, well-read, and prepared for professional lives or further specialized study. These goals are achieved through excellence in teaching; faculty and student scholarship; research and creative activity; and community engagement.

CLASS offers undergraduate and graduate degrees, programs leading to a Bachelor of Arts (BA), Bachelor of Science (BS), Bachelor of Fine Arts (BFA), Master of Arts (MA), or Master of Science (MS) degree in the following Majors and Minors: Anthropology, Art, Criminology, Design, Economics, English, French, Geography, German, History, Hospitality and Tourism, International Studies, Italian, Journalism, Media Studies, Music, Philosophy, Political Science, Psychological Science, Sociology, Spanish, Strategic Communication, and Theatre. Additional Minors are also available in: African-American Studies, American Sign Language, American Studies, Archaeology, Biological Anthropology, Community Engagement, Creative Writing, Criminal Justice, Cross-Cultural Analysis, Cinema Studies, Descriptive Linguistics, Gerontology, Latino and Puerto Rican Studies, Modern Languages, Peace Studies, Polish Studies, Public History, Religious Studies, Social Justice, Social Studies, Teaching English to Speakers of Other Languages (TESOL), Women, Gender, and Sexuality Studies, and Writing. For additional information about the School go to: <http://www.ccsu.edu/class/>

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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.

Application & Appointment: For full consideration, applications must be received by December 22, 2017. Salary is commensurate with education and experience; salary range is \$119,000 to \$190,004. Emailed or mailed applications will not be accepted; incomplete applications will not be considered. To begin the application process, applicants must go to www.ccsu.edu/jobs and submit the following in one single document:

- Letter of application addressing all the qualifications;
- Current curriculum vitae;
- Statement of educational and administrative philosophy; and,
- Names, titles, addresses, and telephone numbers and email addresses of five current professional references who are able to address the candidate's leadership style, scholarly record, fundraising experience, and community engagement. One of the references must be a former or current supervisor.

Address letters of nomination to Ms. Anna Suski-Lenczewski, CLASS Dean Search Committee Chair. Nominations and questions may be directed to Ms. Suski-Lenczewski at lenczewskia@ccsu.edu or 860-832-1757.

Central Connecticut State University is committed to a policy of equal opportunity and affirmative action for all qualified persons. CCSU does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, transgender status, gender identity or expression, disability (including, but not limited to, intellectual disability, past or present history of mental disability, physical disability, or learning disability), genetic information, veteran status, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws. CCSU does not unlawfully discriminate in employment and licensing against qualified persons with a prior criminal conviction.

As 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.



Billing Administrator II In Bursar's Office (C18-039)

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 include: 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 pages. 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

- Experiences with higher education billing and collection

Credentials and/or experience 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 - 9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 25 percent of students are from communities of color. Visit our web site at <http://www.ccsu.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 "steward 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 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 February 23, 2018. Salary is commensurate with education and experience; minimum salary \$44,000. Incomplete applications will not be considered. To begin the application process, go to www.ccsu.edu/jobs or click on [Apply Here](#) and electronically submit the following:

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

No hard or emailed copies will be accepted. For more information contact Craig Schnur at 860-832-2021 or cschnur@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.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Tuesday, August 1, 2017 3:20 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Rosa Butler; Steve Weinberger; SUOAF Designees
Subject: SUOAF Position Announcement: Associate Director of Financial Aid
Attachments: Associate Director of Financial Aid January 2002 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.

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
New Britain, CT 06050

POSITION DESCRIPTION

POSITION TITLE : Associate Director of Financial Aid
RANK : Administrator IV
DEPARTMENT : Office of Financial Aid
SUPERVISOR : Director of Financial Aid

POSITION SUMMARY :

The Associate Director of Financial Aid is responsible for system operations and assists in planning, coordination, and operation of the Office of Student Financial Aid Advising : 1) Program Management, 2) Personnel Development, 3) Fiscal Management, 4) Public Information, 5) Long Range Planning and Development.

POSITION RESPONSIBILITIES :

Serves as a resource for the University's Office of Financial Aid, effectively assists the Director in coordinating the operation of the Office to support the University's mission in Enrollment Services. Assists the Director in developing, interpreting, and implementing policies and procedures to provide the University with efficient and effective delivery of services to the office's publics.

Responsible for system operations and functional processing, including the processing, disbursing and reconciling financial aid funds.

Serves as a liaison with campus academic and administrative concerns, and with external public, prospective students, parents, high school counselors, post-secondary education administrators, and other interested constituencies – by effectively disseminating appropriate information and providing the appropriate service.

Assists with planning and developing financial advising forms and publications, coordinates computerizing financial advising records and accounts for fiscal control of the Office's monies, and coordinates the processing of applications for financial aid.

Ensures that software used to administer and deliver financial aid programs is maintained and updated as required. Trains staff, installs software; tests and provides assistance with solving software problems. Serves as a liaison to Information Technology services staff.

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

QUALIFICATIONS

Master's degree and four years of experience in student services, including two years in financial aid, demonstrating: a) ability to relate effectively to students and staff; b) broad knowledge of financial aid practices; and c) supervisory ability and d) strong technical knowledge of SCT and/or Banner computer systems or comparable required system. An equivalent combination of credentials and/or experience may also be considered.

SPECIAL CONDITIONS

Must be available evenings and weekends as needed.

1/29/02

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Wednesday, August 16, 2017 4:39 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Hernandez, Ramon (Student Affairs); Taddei, Janelle (Student Affairs)
Subject: SUOAF Position Announcement: Director of Student Disability Services
Attachments: DirectorOfStudentDisabilityServices V 2_19_16.pdf

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 Taddei at taddejiaa@ccsu.edu.

Application Deadline: Applications must be received by August 30, 2017.

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ABSCMB

POSITION TITLE: Director of Student Disability Services
RANK: Administrator V
DEPARTMENT: Student Disability Services
SUPERVISOR: Associate Dean of Student Affairs

POSITION SUMMARY

Under the supervision of the Associate Dean of Student Affairs, the Director of Student Disability Services supervises the delivery of comprehensive and coordinated services for students with disabilities, as defined under the 1990 Americans with Disabilities Act (ADA) and Section 504 of the 1973 Rehabilitation Act. The Director serves as the primary liaison with state and private agencies and as a resource to the University and to the public at large. The Director supervises the professional and paraprofessional staff, manages operating and auxiliary aids budgets, and conducts annual program and service evaluations. The Director researches and remains current on issues related to disability support services in postsecondary education settings.

SUPERVISION EXERCISED

Supervises professional and/or support staff.

POSITION RESPONSIBILITIES

Manages, leads, and directs the activities of the office of Student Disability Services and all ADA and Section 504 compliance programs of the University related to student support services.

Serves as a resource to the entire community, including individual faculty, in designing and delivering reasonable accommodations required by the law.

Establishes and maintains collegial and programmatic relationships with student service, academic and administrative departments, including Residence Life, Student Wellness Services, Student Affairs and Academic Affairs.

Supervises and evaluates all professional and support staff of Student Disability Services; selects, trains and supervises all student peer support staff, including graduate interns.

Develops and manages program budgets, including departmental operating budgets, auxiliary aid budgets and funds obtained through grant applications.

Develops and updates, as required, all written policies, procedures and protocols guiding the work of the unit; ensuring policies are consistent with legal mandates related to disability in postsecondary education settings. Provides training and serves as a resource to all campus constituencies (individual faculty, academic departments, and administrative units) on all aspects of the program, including but not limited to accessibility training, sensitivity to disabilities, emerging trends in disability rights and services.

Engages in collaborative program initiatives with related student service functions, particularly Student Wellness Services.

Coordinates and manages recruitment and pre-enrollment consultations with new students and/or parents to review the IEP and to develop a single coordinated plan of support.

Director of Student Disability Services
Page 2
February 19, 2016

Serves as primary liaison to arrange, manage and evaluate interpreter services, reader services, personal assistant services, TDDs and assistive technologies which are provided by public or private agencies.

Makes referrals to appropriate campus services or community agencies and assists students in assuming the role of self-advocates.

Conducts on-going and end-of-year evaluation activities to assess the effectiveness of the services and satisfactory progress of a student toward his/her academic goal.

Assures highest level of confidentiality for all service providers which reflect the privacy rights of all student clients of the office of Student Disability Services.

May serve as advisor to student organizations which promote University-wide understanding of disability issues.

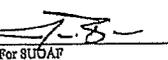
Serves on committees as authorized by the Associate Dean of Student Affairs, and represents the office of Student Disability Services in meetings, seminars and workshops, both on and off campus.

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

MINIMUM QUALIFICATIONS REQUIRED

Master's Degree in Special Education, Psychology, Counseling, Social Work or related field. Five years of administrative experience with demonstrated ability to relate to 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-faceted program of student support services. Demonstrated strong oral and written communication skills and organizational skills. Demonstrated ability in utilizing Microsoft Office Suite programs. Knowledge of Assistive Learning Technology/Adaptive Devices preferred. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

 2/19/16
For CCSU Date
 2/19/16
For SUOAF Date

02-19-16: SCSU job description revised for use at CCSU.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Friday, August 25, 2017 12:03 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Hernandez, Ramon (Student Affairs); Taddei, Janelle (Student Affairs)
Subject: 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 Taddei at taddejaa@ccsu.edu.

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

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

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



Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Tuesday, September 5, 2017 12:31 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Rossitto, Paul J. (Career/Explore)
Subject: SUOAF Position Announcement: Advising & Career Exploration Specialist
Attachments: AdvisingAndCareerExplorationSpecialist III 11_10_16.pdf

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: rossitto@ccsu.edu.

Application Deadline: Applications must be received by September 18, 2017.

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Advising and Career Exploration Specialist
RANK: Administrator III
DEPARTMENT: Center for Advising and Career Exploration
SUPERVISOR: Director of the Center for Advising and Career Exploration

POSITION SUMMARY

Assists student populations served by the Center for Advising and Career Exploration in the development of academic and career plans through individual counseling and group activities on self-assessment, major selection, career exploration, experiential learning opportunities, and job search strategies.

SUPERVISION EXERCISED

May supervise support staff and/or student workers.

POSITION RESPONSIBILITIES

Advises students on academic programs and requirements, resources, policies and procedures.

Advises, on an individual basis, all students who have not solicited a major and students changing majors.

Assists students in developing an integrated academic/career plan which includes declaration of a major.

Advises students on an individual basis or in a group setting on topics such as: skills identification, values clarification, career research and exploration, resume and cover letter writing, job search strategies and interviewing.

Administers assessment instruments on an individual basis or in a group setting as appropriate, and interprets assessment results with students.

Assists students in obtaining experiential learning opportunities.

Transitions student advisees to their designated school-based advisors.

Develops and updates academic and career advising materials as needed.

May design, develop and coordinate outreach activities to student groups, parents, faculty and other appropriate groups, in order to provide information on academic and career choices.

May assume responsibility for a particular student population.

Performs 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 and two years of experience in relevant student support services. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt

11-10-16: Minor changes. No change in rank.
05-12-09: Created.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Thursday, October 26, 2017 12:16 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Fitzgerald, Glynis (Dean Graduate Studies)
Subject: SUOAF Position Announcement: Institutional Review Board (IRB) Administrator
Attachments: InstitutionalReviewBoard_IRB_Administrator IV 9_15_17.pdf

Central Connecticut State University
CSU-SUOAF 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
Mantele@ccsu.edu / (P) (860) 832-1760 / (F) (860) 832-3197

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

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

POSITION SUMMARY

The Institutional Review Board (IRB) Administrator has 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.

SUPERVISION EXERCISED

May supervise professional and/or support staff.

POSITION RESPONSIBILITIES

Reviews and monitors Federal and State compliance requirements in the protection of human subjects. Works independently with minimal supervision utilizing their highly specialized training to ensure compliance.

Reviews IRB policy, and, in conjunction with the IRC chairperson, revises submission forms as necessary.

Works with the IRB chairperson in the drafting of new or revised CCSU institutional policy statements; recommends appropriate changes in policy to ensure compliance with updated regulations.

Advises faculty and students on review procedures and provides suggestions to facilitate approval of the project.

Provides advice and assistance to investigators regarding the procedural requirements of IRB applications.

Provides notification of IRB actions and maintains all records as required by institutional policy.

Schedules meetings, prepares and distributes meeting materials and writes the minutes for the IRB Board, and maintains confidential research records in an organized and consistent manner.

Facilitates and ensures compliance in required training for IRB Board members, faculty and students.

May produce and publish a periodic newsletter and maintain/update the Department website.

Attends professional conferences, workshops and seminars to develop and maintain knowledge of IRB requirements, effectively analyze issues and exercise appropriate judgement.

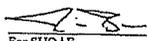
Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

Institutional Review Board (IRB) Administrator
Page 2
September 15, 2017

MINIMUM QUALIFICATIONS REQUIRED

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

FLSA Status: Exempt.

 10/11/17
For CCSU Date
 10 00 17
For SUOAF Date

09-15-17: Created.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Friday, November 3, 2017 11:15 AM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Hazan, Scott (SALD); Brooks, Charmagne (SALD)
Subject: SUOAF Position Announcement: Recreation Specialist
Attachments: RecreationSpecialist III 10_31_17.pdf

Central Connecticut State University
CSU-SUOAF 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: hazanscz@ccsu.edu and Ms. Charmagne Brooks at: brooksc@ccsu.edu.

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

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

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 services 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.

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 intramurals, 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 Sports 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.

Recreation Specialist
Page 2
October 31, 2017

FLSA Status: Exempt.

10-31-17: Minor changes.
08-07-13: Minor changes.
09-22-06: Minor changes to CCSU position description. No change in rank.
12-28-05: Minor changes to ECSU position titles only to allow use by CCSU.
04-27-99: ECSU

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Friday, November 3, 2017 11:27 AM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Hazan, Scott (SALD); Brooks, Charmagne (SALD)
Subject: SUOAF Position Announcement: Program Assistant - Recreation
Attachments: Program Assistant - 10 or 12 Month II 9-15-06.pdf

Central Connecticut State University
CSU-SUOAF 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: hazanscz@ccsu.edu and Ms. Charmagne Brooks at: brooksc@ccsu.edu.

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

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

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



**CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-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:

Bachelors 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.

Program Assistant (10 or 12 Month)
Page 2
September 15, 2006

SPECIAL REQUIREMENT:

The incumbent in this position will be required to work a varied schedule with the emphasis on nights and weekends.

FLSA Status: Non-exempt.

For the University	Date	For SUOAF	Date
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09-15-06 Minor changes made. No change in rank.
08-17-06: Approved by CER.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Friday, November 10, 2017 8:54 AM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Misbach, Karen K. (Env_Health_Safety); Karas, Rene (FacMgt)
Subject: SUOAF Position Announcement: Environmental Health & Safety Assistant
Attachments: EnvironmentalHealthAndSafetyAssistant II 11_12_15.pdf

Central Connecticut State University
CSU-SUOAF 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 karasr@ccsu.edu.

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

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Environmental Health and Safety Assistant
RANK: Administrator II
DEPARTMENT: Office of Environmental Health and Safety
SUPERVISOR: Director of Environmental Health and Safety

POSITION SUMMARY

The Environmental Health and Safety (EHS) Assistant is 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.

SUPERVISION EXERCISED

Not applicable.

POSITION RESPONSIBILITIES

Assists in the implementation of ergonomics, indoor air quality and industrial hygiene programs.

Assists the Director of EHS with the review of food service on campus to ensure compliance with sanitary codes in areas such as delivery, storage, disposal, etc.

Under the direction of the Director of EHS, assists with pest control on campus.

Assists in the collection, inventory, labeling, segregating and storage of hazardous waste containers from satellite accumulation areas.

Under the direction of the Director of EHS, conducts inspections of waste storage areas and maintains inspection records.

Maintains inventory of spill response materials and supplies.

Collects, bulks, and prepares Universal waste for disposal.

Under the direction of the Director of EHS, conducts inspection of life and fire safety equipment and systems.

Under the direction of the Director of EHS, coordinates outside contractor activities (i.e., placing phone calls and granting them access to a building).

Assists in delivering EHS training to students, faculty and staff.

Maintains EHS compliance permits and records.

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 lift 50 lbs. 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.


For CCSU Date For SUOAF Date
12/15/15

11-12-15: In use at WCSU. Changes made to allow use at CCSU.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Monday, December 11, 2017 2:36 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Kremens, Zdzislaw B. (Engineering, Science, and Technology); Lourdes Ardal; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Paige, Joseph (Academic Affairs); Alfin, Catherine (Academic Affairs)
Subject: SUOAF Position Announcement: Project Assistant (TRIO Grant) (Grant funded)
Attachments: ProjectAssistant (TRIO Grant) (grant funded) 11_2_17.pdf

Central Connecticut State University
CSU-SUOAF 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 (in one Word or PDF document) to: Cathy Alfin at catherinec@ccsu.edu.

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

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ATSCME

POSITION TITLE: Project Assistant (TRIO Grant) (grant funded)
RANK: Administrator II
DEPARTMENT: Academic Affairs
SUPERVISOR: Project Coordinator

POSITION SUMMARY

Assists the Project Coordinator in providing direct services and program activities in a five-year federally-funded program that will provide academic enrichment, college readiness and college exposure for middle and high school students from the New Britain School District.

SUPERVISION EXERCISED

Not applicable.

POSITION RESPONSIBILITIES

Assists in developing and coordinating activities, services, and programs in the TRIO Grant.

Assists in the recruitment of program participants, volunteers and community partners.

Assists with maintenance of required demographic and academic progress records for all student participants in the program.

Assists in coordinating and implementing cultural and educational enrichment programs and tutorial opportunities within partner schools as well as on campus.

Assists with advertising and promotional activities.

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

MINIMUM QUALIFICATIONS REQUIRED

Bachelor's degree in a related field. At least one year of demonstrated experience working with educational programs in a school, community organization or higher education environment with a wide variety of students from disadvantaged backgrounds. Demonstrated effective oral and written communication skills. Demonstrated ability and knowledge of the use of Microsoft Office Suite computer programs.

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

FLSA Status: Non-Exempt.

11-02-17: Minor changes. No change in rank.

01-05-12: Created from the Project Specialist (grant funded) position description (School of Arts and Sciences - History Department.) Title and other minor changes made to allow use in Academic Affairs - TRIO Grant. No change in rank.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, December 22, 2017 9:07 AM
To: Suski-Lenczewski, Anna E. (Human Resources); carsond1@southernct.edu; mazzad3@southernct.edu; crattyf@wcsu.edu; osubag@easternct.edu; zhuj@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardell@easternct.edu; santiagam4@southernct.edu; Cavanaugh, Mary Narciso (Human Resources); mlopez@commnet.edu; ricep1@southernct.edu; boylep@wcsu.edu; sweinberger@commnet.edu; suoaf-job-notice-designees@suoaf.org
Cc: Casamento, Charlene (CFO); Hastings, F. Kamilah (Fiscal Division)
Subject: SUOAF Position Announcement: Assistant Bursar
Attachments: AssistantBursar III 12_8_17.pdf

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**.

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
POSITION DESCRIPTION
SUOAF-AFSCME**

POSITION TITLE: Assistant Bursar

RANK: Administrator III

DEPARTMENT: Bursar's Office

SUPERVISOR: Bursar

POSITION SUMMARY:

The incumbent of this position is involved in the daily operations of the Bursar's Office to ensure timely billing, collection, and accurate accounting of all financial transactions, with primary responsibility for interacting with students and parents to interpret billing procedures, provide advice regarding alternate payment options, and provide debt counseling for students so that they can stay enrolled in classes, thereby improving the University's cash flow and reducing accounts receivable.

SUPERVISION EXERCISED:

May supervise professional and/or support staff.

POSITION RESPONSIBILITIES:

Provides one-to-one counseling for students who are having difficulty meeting their financial obligations to the University and interprets the billing process to students and parents.

Negotiates payment arrangements and creates alternative payment plans for students, ensuring that they comply with all State and federal requirements.

Coordinates integration into the billing process of all student financial assistance programs including federal, State, and institutional assistance, statutory and negotiated waiver and benefit programs and third-party sponsorship.

Coordinates the distribution of student financial aid refunds with the Financial Aid Office. Deposits scholarships and alternative loan checks from the Financial Aid Office to the correction Departmental account. Bills, receives and processes third-party sponsorship invoices and payments, assigns credit to bills for same.

In the absence of the Associate Bursar, assists with the supervision of the Bursar's Office in collection of all University revenue and banking functions.

Participates in the review and modification of the existing billing control systems, policies and procedures.

Oversees the Federal Perkins Loan Program.

Provides for accurate electronic and/or manual record keeping of payment, collection and other functions of the office.

Assistant Bursar
Page 2
December 8, 2017

Performs 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 12/15/17 /Date

For SUOAF 14 DEC 17 Date

Tracking# 17121401JB

12-08-17: Revised.
06-30-10: Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, December 22, 2017 9:37 AM
To: Suski-Lenczewski, Anna E. (Human Resources); carsond1@southernct.edu; mazzad3@southernct.edu; crattyf@wcsu.edu; osubag@easternct.edu; zhuj@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardell@easternct.edu; santiagom4@southernct.edu; Cavanaugh, Mary Narciso (Human Resources); mlopez@commnet.edu; ricep1@southernct.edu; boylep@wcsu.edu; swinberger@commnet.edu; suoaf-job-notice-designees@suoaf.org
Cc: Casamento, Charlene (CFO); Hastings, F. Kamilah (Fiscal Division)
Subject: SUOAF Position Announcement: Assistant in Fiscal Affairs (2 Opportunities)
Attachments: AssistantinFiscalAffairs II 11_22_16.pdf

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

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 references (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
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Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Assistant in Fiscal Affairs
POSITION RANK: Administrator II
DEPARTMENT: Fiscal Affairs
SUPERVISOR: Associate Director of Accounting

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.

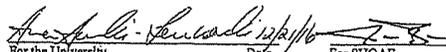
Assists with general accounting functions such as reconciliations, journal entries and financial reports.

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

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.


For the University Date For SUOAF Date 20 Dec 16

11-22-16: Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, January 19, 2018 3:14 PM
To: Suski-Lenczewski, Anna E. (Human Resources); carsond1@southernct.edu; mazzad3@southernct.edu; crattyf@wcsu.edu; osubag@easternct.edu; zhuj@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardel@easternct.edu; santiagam4@southernct.edu; Cavanaugh, Mary Narciso (Human Resources); mlopez@commnet.edu; ricep1@southernct.edu; boylep@wcsu.edu; sweinberger@commnet.edu; suoaf-job-notice-designees@suoaf.org
Cc: Troiano, Peter (Student Affairs); Taddei, Janelle (Student Affairs)
Subject: SUOAF Position Announcement: Director of Student Wellness Services
Attachments: DirectorOfStudentWellnessServices VII minor changes 5-6-13.pdf

Central Connecticut State University
CSU-SUOAF 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 Taddei at taddejiaa@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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Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

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/or 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 those with legitimate need to know are kept informed.

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

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/or 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.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Monday, January 22, 2018 8:45 AM
To: Suski-Lenczewski, Anna E. (Human Resources); carsond1@southernct.edu; mazzad3@southernct.edu; crattyf@wcsu.edu; osubag@easternct.edu; zhuj@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardell@easternct.edu; santiagom4@southernct.edu; Cavanaugh, Mary Narciso (Human Resources); mlopez@commnet.edu; ricep1@southernct.edu; boylap@wcsu.edu; sweinberger@commnet.edu; suoaf-job-notice-designees@suoaf.org
Cc: Casamento, Charlene (CFO); Hastings, F. Kamilah (Fiscal Division)
Subject: SUOAF Position Announcement: Billing Administrator
Attachments: Billing Administrator II_1_18_18.pdf

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
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Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

**CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME**

POSITION TITLE: Billing Administrator
RANK: Administrator II
DEPARTMENT: Bursar's Office
SUPERVISOR: Assistant Bursar or Administrator of Higher Rank

POSITION SUMMARY

The Billing Administrator coordinates the billing and collection activities of the Bursar'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 eBill vendor, third-party billing for sponsored student payments, Perkins Loan Collection day-to-day functions in coordination with contracted billing service.

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, email, 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.

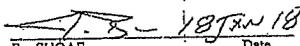
Billing Administrator
Page 2
January 18, 2017

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 spreadsheet, 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.

FLSA Status: Non-exempt.


For the University Date 1/18/18


For SUOAF Date

Tracking# 18011801JB

01-18-18; Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Monday, January 22, 2018 5:27 PM
To: Suski-Lenczewski, Anna E. (Human Resources); carsond1@southernct.edu; mazzad3@southernct.edu; crattyf@wcsu.edu; osubag@easternct.edu; zhuj@easternct.edu; minierdelgadoj@wcsu.edu; stokesk@wcsu.edu; delisak@easternct.edu; Kremens, Zdzislaw B. (Engineering, Science, and Technology); ardell@easternct.edu; santiagom4@southernct.edu; Cavanaugh, Mary Narciso (Human Resources); mlopez@commnet.edu; ricep1@southernct.edu; boylep@wcsu.edu; sweinberger@commnet.edu; suoaf-job-notice-designees@suoaf.org
Cc: Thomas, Catherine (Nursing); Astacio, Iris (Nursing)
Subject: SUOAF Position Announcement: Coordinator of Clinical Placement & Laboratory Learning
Attachments: CoordinatorOfClinicalPlacementAndLaboratoryLearning IV 12_6_17.pdf

Central Connecticut State University
CSU-SUOAF 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 cstomas@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

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Coordinator of Clinical Placement and Laboratory Learning
RANK: Administrator IV
DEPARTMENT: School of Education and Professional Studies
SUPERVISOR: Department Chairperson

POSITION SUMMARY

The Coordinator of Clinical Placement and Laboratory Learning is responsible for collaborating with the Department Chairperson, program coordinators, and faculty in identifying and negotiating clinical placement settings, appropriate preceptors (ambulatory program), and other clinical related learning experiences including identifying the need for new contracts with potential clinical agencies and/or preceptors and ensuring 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.

SUPERVISION EXERCISED

N/A

POSITION RESPONSIBILITIES

In conjunction with the Department Chairperson, program coordinators and faculty, identifies and recruits clinical placements for students and adjunct clinical faculty, and assists in addressing issues in these areas as they arise. Maintains collaborative relationships with clinical sites and attends agency meetings to at clinical facilities to negotiate and support CCSU student placements.

Initiates, reviews, and assists with updating clinical agency contracts in conjunction with the CCSU contract office.

Oversees and ensures compliance with the collection of health information, CPR, background checks, drug screens and CHA trials in conjunction with outside vendors.

Ensures clinical agency onboarding requirements are completed each semester. Sends confirmation letters to agencies with student names as needed. Acts as a liaison to the clinical adjunct faculty and clinical agency sites. Works with program coordinators and faculty in evaluating clinical sites by reviewing student opinions survey results and conducting site visits each semester.

In conjunction with the Department Chair, course coordinators and faculty, works to implement simulation activities and evaluate simulation-based student learning through the application of recognized standards of best practices in simulation pedagogy; this includes simulation design, operations, and debriefing practices to ensure safe, effective and quality learning experiences for students.

Assists students with clinical learning skills using low fidelity models during open lab periods, and, assists faculty to integrate high fidelity simulation-based activities into their curriculum.

Provides simulation assistance to faculty by developing/customizing simulation-based scenarios that include simulation controls, setups, and modules. Assists faculty with the development of simulation design templates to support the clinical learning portion of the curriculum.

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, schedules 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 workers, and faculty to simulation labs; ensures the lab is clean and orderly, and is able to order lab supplies while 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 two 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 experience needs, strong oral and written communication skills, the 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. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

[Signature] 1/20/18
For CCSU Date For SUOAF Date
Tracking# 18011201JB

12-06-17: Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Sunday, March 18, 2018 4:15 PM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mazzad3@southernct.edu'; 'cratyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'delisak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Casamento, Charlene (CFO); Hastings, F. Kamilah (Fiscal Division)
Subject: SUOAF Position Announcement: University Controller
Attachments: UniversityController VII 3_5_18.pdf

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. Kamilah Hastings at hastings@ccsu.edu.

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

Olivia Roman
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Tel: (860) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: University Controller
RANK: Administrator 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

Supervises professional and/or support staff.

POSITION RESPONSIBILITIES

Oversees all University accounting, budgeting, payroll, and cash management functions to ensure that effective and efficient service is provided within appropriate state and federal procedures and regulations.

Implements and maintains internal controls and audit programs including petty cash accounts and University ticket operations. Negotiates with state, federal, and private auditors in the preparation of audit reports. Independently responds to audit findings. Identifies and implements corrective systems if needed and collaborates with operating divisions to support audit issue resolution.

Obtains 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 that fulfills information and reporting requirements of both external agencies including GAAP, GASB, and NACUBO, and the State Comptroller and University departments. Utilizing said system, provides the University Budget Office with periodic spending reports and historical expenditure analyses for compilation with departmental budget allocations.

Reviews state and federal accounting procedures and regulations and auditor 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 accounts and on appropriate fiscal procedures.

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

CENTRAL CONNECTICUT STATE UNIVERSITY
New Britain, CT 06050

POSITION DESCRIPTION

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

POSITION SUMMARY:

Under the supervision of the Director of Residence Life, this 10-month live-in 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:

Renders assistance to students in a residence hall through counseling, advising and referral.
Oversees all residence hall programs, activities, and support staff.
Selects, orients, trains, supervises and evaluates Resident Assistant staff.
Investigates reports of misconduct and attempts to resolve or eliminate sources of conflict among students.
Supervises the security, maintenance, inventory and general operations of the residence hall.
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 adjunct responsibilities with the approval of the Director of Residence Life in other Student Affairs areas during periods of non-occupancy of residence halls.
Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

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 experience.

3/18/94

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Thursday, April 5, 2018 10:50 AM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mazzad3@southernct.edu'; 'cratyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'deljsak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Mamed, Otis (StudentCtr)
Subject: SUOAF Position Announcement: Technical Support Assistant
Attachments: Technical Support Assistant II 9_2_16.pdf

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

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

Olivia Roman
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Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AESCME

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 service 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 theatre lighting, audio systems, and presentation hardware and software for meetings, banquets, conferences, etc. This includes meeting with clients to finalize needs in the areas assigned, including day of program event facility set-up, audience management and coordination of other support services.

Recruits/hires, trains 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.

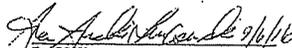
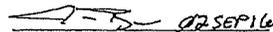
Prepares reports concerning assigned areas as needed.

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 theatre and large sound systems and presentation hardware. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Non-exempt.

 9/6/16
For CCSU Date
 02 SEP 16
For SUOAF Date

09-02-16: Created.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Human Resources)
Sent: Wednesday, April 11, 2018 4:36 PM
To: Suski-Lenczewski, Anna E. (Human Resources); Roman, Olivia E. (Human Resources); Darci Carson; Diane Mazza; Fred Cratty; Gayle Osuba; Jay Zhu; Jesenia Minier-Delgado; Keisha Stokes; Ken DeLisa; Lourdes Ardel; Marlene Santiago-Cordero; Cavanaugh, Mary Narciso (Human Resources); Mike Lopez; Glendel@ct.edu; Paula Rice; Peggy Boyle; Steve Weinberger; SUOAF Designees
Cc: Wolff, Robert (History)
Subject: SUOAF Position Announcement: Director, Intercollegiate Athletics
Attachments: DirectorIntercollegiateAthletics VII 3_27_18.pdf

Central Connecticut State University
CSU-SUOAF 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 wolffr@ccsu.edu.

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

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

POSITION TITLE: Director, Intercollegiate Athletics
RANK: Administrator VII
DEPARTMENT: Intercollegiate Athletics
SUPERVISOR: Vice President for Institutional Advancement

POSITION SUMMARY

The Director is responsible for the overall supervision and administration of the Intercollegiate Athletic Program for the University, with special emphasis on the development and implementation of a plan to ensure the sustainability of a mid-major athletics program.

SUPERVISION EXERCISED

Supervises coaches, administrative faculty, support staff and volunteers.

POSITION RESPONSIBILITIES

Develops and implements a formal five-year strategic plan, including but not limited to strategies and tactics related to fundraising and revenue generation.

Works closely with the multi-disciplinary athletics advisory committee on the implementation and measurement of the plan to ensure transparency.

Assists in the implementation and evaluation of Athletics contributions to CCSU's Strategic Plan.

Responsible for the organization and administration of the Intercollegiate Athletic Program, including fundraising, management of facilities, budget preparation, financial management, planning and staffing, and scholarship administration.

Works closely with the Office of Institutional Advancement on fundraising endeavors to maximize revenue for operational and endowment purposes.

Collaborates with the NCAA, Northeast Conference, and broadcast and television networks to ensure that Central receives maximum revenues and exposure. Protects the interests of the University as related to all forms of media production.

Responsible for the oversight of all Intercollegiate Athletic Department staff, including coaches, administrators, support staff, and volunteers.

Provides opportunities for open and transparent dialogue among the Athletic Department staff, especially with regard to athletic scholarships and budgetary decisions.

Responsible for ensuring that all coaches and staff are in compliance with the rules and regulations governing the operation of the Athletic Program, including Title IX.

Plans, develops and recommends to the University Athletic Board specific procedures, programs and methods to implement the general athletic philosophy and policies of the University.

Develops and maintains a high-quality sports information program covering all Intercollegiate Athletic programs.

Director, Intercollegiate Athletics
Page 2
March 27, 2018

Promotes athletic events held on campus and other events providing indirect benefits to the campus and community, such as Conference and NCAA championships, etc.

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 enumerated above which do not alter the basic level of responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED

Master's degree from an accredited institution of higher education and five years of professional experience in an administrative or coaching position in an 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 in support of intercollegiate athletics; strong record of promoting academic excellence among student athletes; demonstrated commitment to promoting diversity and gender equity; exemplary communication and interpersonal skills; experience in developing collaborative relationships across university constituencies, including students, staff, faculty, alumni, fans, donors, and members of the local community. Familiarity with a collective bargaining environment preferred.

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

FLSA Status: Exempt.

Alfredo J. Luciani 4/2/18
For CCSU Date

[Signature] 02 APR 18
For SUOAF Date

Tracking# 18040201JB

03-27-18: Revised and supervisor title change from Chief Administrator Officer to Vice President for Institutional Advancement.

09-24-09: Minor revisions and removal of Intramural Programs.

07-17-09: Supervisor change.

11-10-00: Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Tuesday, May 29, 2018 3:00 PM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mazzad3@southernct.edu'; 'crattyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'delisak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Cintonino, Salvatore (Admin Affairs); Rudzinski, Kim (Admin Affairs); Karas, Rene (FacMgt); DeBarros, Paula B. (Human Resources)
Subject: SUOAF Position Announcement: Campus Architect
Attachments: CampusArchitect V 4_2_18.pdf

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 karasr@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) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-APSCME

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.

Prepares plans and specifications for construction, alteration, and renovation projects.

Assists in physical facilities planning.

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

MINIMUM QUALIFICATIONS REQUIRED

Architecture degree, five years of experience as a registered architect, experience with renovations, alterations, design, and specification writing, and possession and retention of appropriate current licenses, permits and/or certifications including a State of Connecticut Architect's license.

FLSA Status: Exempt.

Anna Suski-Lenczewski 5/29/18
For CCSU Date For SUOAF Date

Tracking# 18052203GC

04-02-18: Revised.

03-00-00: In use.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, June 15, 2018 4:50 PM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mazzad3@southernct.edu'; 'crattyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'dellsak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Colwell, Kenneth (School of Business); Colon, Rosa (School of Business)
Subject: SUOAF Position Announcement: Associate Dean, School of Business
Attachments: AssociateDean (School of Business) VII 8_30_16.pdf

Central Connecticut State University
CSU-SUOAF Promotional Opportunity

ASSOCIATE DEAN, SCHOOL OF BUSINESS
ACADEMIC 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: Rosa Colon at ColonR@ccsu.edu

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) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ABSCME

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 (SoB) stakeholders, the Associate Dean works to create and maintain innovative and impactful business programs that align with the SoB's mission and strategic direction. The SoB's priorities include but are not limited to growth, visibility, and recognition with a focus on teaching effectiveness, scholarship, academic excellence, and operational efficiency. The Associate Dean will also be responsible for overseeing operational leadership to promote excellence in all phases of the SoB'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 developing and maintaining educational programs of exceptional quality.

Provides oversight for all academic business programs to ensure continuous improvement. Includes the creation of new programs that resonate with the vision and strategic direction of the SoB 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 SoB's budget.

Provides leadership for developing and maintaining efficient and effective operational processes and procedures for the SoB.

Supervises SoB staff as delegated by the Dean.

Oversees all undergraduate and graduate student academic issues including student progress, student complaints, grade appeals, dismissals and academic misconduct.

Provides direction to the SoB curriculum committee.

Leads effort to review and update undergraduate programs.

Collaborates with department chairs and program directors to promote excellence in teaching and research, and to evaluate full-time and adjunct faculty instruction.

Serves as the SoB liaison to the Faculty Senate and a variety of other campus programs, task forces, and initiatives. Leads AACSB reporting and reaccreditation efforts.

Interfaces with University departments such as marketing, admissions, student services and advancement to support SoB programs and initiatives.

Associate Dean
Page 2
August 30, 2016

Works with chairs to create an efficient schedule to optimize faculty resources. Includes approval process for class schedules.

Acts as the Dean's representative as needed.

Serves on University councils and committees as appropriate.

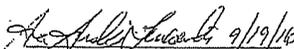
Attends student orientations, graduations and other events as needed.

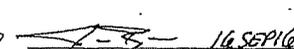
Performs other duties and responsibilities related to those above that do not alter the basic level of responsibility of the position.

MINIMUM QUALIFICATIONS REQUIRED

Earned Doctorate in a business-related discipline. Seven years of work experience in higher education including significant academic administration in roles such as department chairperson, program coordinator, or other relevant assignments. Demonstrated ability to develop and execute strategies that initiate change within a complex environment. Working, up-to-date knowledge of AACSB accreditation standards, processes and procedures. Prior experience supporting the design and leadership of high quality assurance of learning programs. Strong commitment to, and experience working with a diverse student population. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

 9/19/16
For CCSU Date

 16 SEP 16
For SUOAF Date

08-30-16: Revised.

05-26-16: Minor changes. No change in rank.

07-20-07: Revised. Minor changes; no change in rank.

05-00-04: Created.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Friday, June 15, 2018 4:57 PM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mazzad3@southernct.edu'; 'crattyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'delisak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Rodriguez, Rosa (Diversity and Equity)
Subject: SUOAF Position Announcement: Sexual Assault and Violence Prevention (SAVP) Specialist
Attachments: SexualAssaultAndViolencePrevention_SAVP_Specialist III 7_14_14.pdf

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: Rosa Rodriguez at rosa.rodriguez@ccsu.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) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAR-AFSCME

POSITION TITLE: Sexual Assault and Violence Prevention (SAVP) Specialist
RANK: Administrator 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 awareness and prevention programs to address violence on the CCSU campus.

SUPERVISION EXERCISED

May supervise support staff and/or student workers.

POSITION RESPONSIBILITIES

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

Develops, coordinates and conducts comprehensive educational programming for students, staff and faculty on sexual assault and violence on campus.

Develops, conducts, and evaluates Bystander Intervention Training for students including athletics, student leaders, and other groups/students interested in these issues.

Conducts trainings and workshops for a variety of university offices including Campus Police, Student Wellness Services, MOSAIC Center, campus ministry, and other campus offices that assist students who are victims of sexual assault, relationship abuse, or stalking.

Collaborates 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.)

Coordinates and conducts orientation and residence life programs in collaboration with the Women's Center Coordinator and the Associate in ODE.

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

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

Recruits and mentors effectively student workers and volunteers.

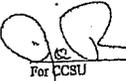
Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

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 maintain and manage confidential information; strong attention to detail and accuracy; knowledge of state and federal statutes and regulations pertaining to sexual assault, domestic/dating violence, and stalking; experience working with communities of color and other underserved populations; ability to work independently, and exercise critical and swift judgment during times of crisis. Credentials and/or experience substantially comparable to the above may also be considered.

FLSA Status: Exempt.

 8-8-14 Date
For CCSU
 07 AUG 14 Date
For SUOAR

07-14-14: Created.

Mantel, Ellen (Emeritus)

From: Mantel, Ellen (Emeritus)
Sent: Tuesday, July 3, 2018 3:04 PM
To: Peggy Boyle; Ardell, Lourdes - Eastern HR; Carson, Darci - SCSU HR; Cavanaugh, Mary Narciso (Human Resources); Fred Cratty; DeLisa, Ken - Eastern HR (Interim HR); Glende, Leah - BOR AA; Suski-Lenczewski, Anna E. (Human Resources); Lopez, Mike - BOR HR; Mazza, Diane - Southern HR; Jesenia Minier-Delgado; Osuba, Gayl - Eastern HR; Rice, Paula - Southern HR; Roman, Olivia E. (Human Resources); Santiago-Cordero, Marlene - Southern HR; Keisha Stokes; SUOAF Designees Email for Job Postings (SUOAF-Job-Notice-Designees@suoaf.org); Weinberger, Steve - BOR HR; Zhu, Jianguo (Jay) - Eastern HR
Cc: Casamento, Charlene (CFO); Robbins, Theresa (Admin Affairs)
Subject: SUOAF Position Announcement: Assistant In Fiscal Affairs
Attachments: AssistantInFiscalAffairs II 7_2_18.pdf

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 trobbs@ccsu.edu.

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

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

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



CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-AFSCME

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.

Roman, Olivia E. (Human Resources)

From: Roman, Olivia E. (Human Resources)
Sent: Wednesday, July 18, 2018 3:41 PM
To: Suski-Lenczewski, Anna E. (Human Resources); 'carsond1@southernct.edu'; 'mjazzad3@southernct.edu'; 'crattyf@wcsu.edu'; 'osubag@easternct.edu'; 'zhuj@easternct.edu'; 'minierdelgadoj@wcsu.edu'; 'stokesk@wcsu.edu'; 'delisak@easternct.edu'; Kremens, Zdzislaw B. (Engineering, Science, and Technology); 'ardell@easternct.edu'; 'santiagom4@southernct.edu'; Cavanaugh, Mary Narciso (Human Resources); 'mlopez@commnet.edu'; 'ricep1@southernct.edu'; 'boylep@wcsu.edu'; 'sweinberger@commnet.edu'; 'suoaf-job-notice-designees@suoaf.org'
Cc: Tucker, Patrick (Registrar)
Subject: SUOAF Position Announcement: Registrar Services Assistant
Attachments: RegistrarServicesAssistant II 6_18_18.pdf

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 of three (3) professional references (in one Word or PDF document) 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) 832-1753
Fax: (860) 832-2342
Email: Olivia.Roman@ccsu.edu

CENTRAL CONNECTICUT STATE UNIVERSITY
POSITION DESCRIPTION
SUOAF-ATSCME

POSITION TITLE: Registrar Services Assistant
RANK: Administrator II
DEPARTMENT: Office of the Registrar
SUPERVISOR: Assistant or Associate Registrar

POSITION SUMMARY

Under the guidance of the Assistant or Associate Registrar, the Registrar Services Assistant provides operational student support services to the Office of the Registrar, with a focus on quality service delivery and student support.

SUPERVISION EXERCISED

Not applicable.

POSITION RESPONSIBILITIES

Provides the first level of assistance for calls, emails, mail, and walk-in requests received by the Office of the Registrar. Resolves a variety of student requests that are within the prescribed limits of authority and in compliance with University policies.

Assists with informing students and staff on registration and records processes, degree audit and graduation policies and general University policies and operating procedures while contributing to student success and retention.

In conjunction with University policies, works to resolve student issues, including coordinating with other University departments (Bursar, Financial Aid, IT, etc.) as needed to settle student concerns and/or appropriately refer students.

Assists with the creation of forms, training materials, and web content to support informing the University community about the operation of the Office of the Registrar and associated systems, policies, and procedures.

Assists with informing students and University staff on the use and operation of self-service records and registration systems. Assists with troubleshooting, routine error resolution, and routine maintenance of records and registration systems.

May assist with routine creation and maintenance of academic course sections.

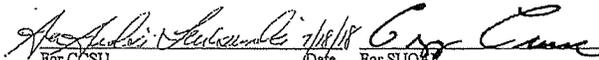
Performs other duties and responsibilities related to those above which do not alter the basic level of responsibility of the position.

Registrar Services Assistant
Page 2
June 18, 2018

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.


For CCSU Date 7/18/18 For SUOAA Date 7/7/18

Tracking# 18070702GC

06-18-18: Created.



CENTRAL CONNECTICUT STATE UNIVERSITY



HIRING AND SEARCH MANUAL

Published: February 2010
Revised: January 2016

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INTRODUCTION

This manual will assist Hiring Managers and Search Committees in recruiting, interviewing, selecting, and hiring candidates for employment at Central Connecticut State University (CCSU). Questions should be directed to the Human Resources Department (x21751, Davidson 101) or the Office of Diversity & Equity (x20178, Davidson 102). We welcome your comments and feedback on the contents of this manual.

DISCLAIMER

The information contained in this manual is subject to change based on revisions to collective bargaining agreements, statutes, and ConnSCU/CCSU policies. In the event of any conflict between the information contained herein and the provisions of any application contract or statute, the contract or statute shall govern in all cases.

CHANGES AND REVISIONS

Revisions and updates will be made electronically and the most up-to-date version will always be available on HR's website.

**SECTION 1
UNCLASSIFIED POSITIONS**

**AAUP, SUOAF, and
MANAGEMENT/CONFIDENTIAL**

AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of a non-faculty position *must* be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the request.

AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent bargaining unit or management/confidential position can be filled. The link to the AAP-1 form is at the bottom of this page.

AAP-1s are *not* required for University Assistant (UA) or Student Worker positions. See hiring procedures for UAs and Student Workers in Sections 4 and 5 respectively.

**PROCEDURES FOR POSITIONS REQUIRING AN
AFFIRMATIVE ACTION SEARCH**

- REGULAR APPOINTMENT (AAUP) (Article 4.8.1)**
- TERM APPOINTMENT (SUOAF) (Article 13.2)**
- NON-TEMPORARY APPOINTMENT (Management Confidential Policies)
(Articles 5.4-5.5)**

Completing the AAP-1 Personnel Action Request Form

- The Hiring Manager is responsible for completing the AAP-1 and securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position;
 - ✓ Refill a vacant position; or
 - ✓ Refill and reclassify a vacant position
- The justification should include an explanation of how the position will be funded.
- This is also a good time to review the existing job description for the position to determine if it still meets the department's needs.
- For all positions except AAUP, a copy of the job description and organizational chart MUST be attached to the AAP-1.

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- If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See Job Descriptions on p.8 for more information).
- The completed AAP-1 form is routed to the appropriate Vice President/Chief Officer, the Budget Office, and Human Resources for review and approval.
- Once the AAP-1 has been approved, Human Resources will notify the Hiring Manager and the search process can begin. Procedures may vary depending on contractual requirements.

Internal SUOAF notice

- SUOAF members at all University campuses and the Board of Regents receive an electronic notice of any bargaining unit opening in accordance with Article 10.4.1 of the collective bargaining agreement. Any SUOAF member who is interested in the position must be considered for the position, but Hiring Managers are under no obligation to hire from within the internal pool of candidates.
- In accordance with Article 10.4.2, "failure to promote a bargaining unit member is not grievable."

Internal SUOAF hire

- If a member of the SUOAF bargaining unit is selected for the position, the Hiring Manager sends a memo to the appropriate Vice President/Chief Officer requesting an internal transfer. If approved, the Hiring Manager should seek guidance from Human Resources regarding salary.
- In accordance with Article 10.5.2, Human Resources will consult with SUOAF to approve the appointment.
- The Hiring Manager calls the recommended candidate to make a conditional offer of employment. At this time, it is appropriate to discuss a salary offer and proposed starting date.
- If salary requirements must be adjusted, the Hiring Manager should not make any commitments, but should seek guidance from the Vice President/Chief Officer and/or Human Resources. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- If the candidate accepts the University's conditional verbal offer of employment, the Hiring Manager notifies Human Resources in writing.
- Human Resources will prepare the appropriate appointment letter for the President's signature.

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- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Employment information is sent to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned to Human Resources and the candidate completes the necessary employment forms, the new employee is put on the payroll.

Search Number and Search Packet

- If an internal hire is not made, an external search begins.
- Human Resources will assign a search number and email the Hiring Manager with instructions on forming the Search Committee. The Hiring Manager must forward a list of Search Committee members to the Office of Diversity & Equity (ODE) and identify the Search Chair.
- Once the search number has been issued and the ODE has been notified, ODE will send a Search Packet to the Search Chair. This packet provides important information to the Search Committee and is used throughout the process to organize search forms.

**JOB DESCRIPTIONS
for SUOAF and MANAGEMENT/CONFIDENTIAL POSITIONS**

Job descriptions for SUOAF and Management/Confidential positions must be attached to the AAP-1 form when submitted.

Review the current job description to ensure that it accurately reflects the duties and responsibilities, as well as the *minimum* qualifications for the position being established or filled. *Preferred* qualifications should not be included in the job description, but may be included in the advertisement for the position.

If the current Job Description is accurate

- If the current job description does not require any changes, attach it to the AAP-1 along with a current organizational chart.

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If the current Job Description needs updating

- If the job description needs to be revised or updated, contact Human Resources (x21856) for assistance. HR will work with the department to make the necessary revisions to the job description and get the necessary approvals and signatures, if required.
- Once approved, the revised job description should be attached to the AAP-1 along with the organizational chart.

If a new Job Description is required

- If the position is NEW and we do not have a current job description, contact Human Resources (x21856). HR will determine if an existing description can be modified or if a new job description is needed. HR will work with the Hiring Manager to ensure that the job duties and the qualifications are accurate. If the position requires review by the system-wide Council on Employee Relations (CER) and union officials, HR will obtain the necessary approvals.

AAP-2 AFFIRMATIVE ACTION SEARCH PLAN

Running a successful search is an art, not a science. However, there are best practices and guidelines that should be followed by all Search Committees to ensure a successful, credible process.

The search process is part of the overall retention process. A well run search will help to ensure that the candidate who is ultimately hired is a good match for the position, which leads to improved retention.

Forming the Search Committee

- In order to ensure that the most qualified candidates are recruited and selected for unclassified positions, interviews are conducted by Search Committees.
- The Hiring Manager selects members to serve based on their experience and/or knowledge of the position being filled. For most positions, three or four members for a Search Committee are appropriate. For positions that have a campus-wide impact, such as Provost, it may be appropriate to have a larger committee so that the university community is represented.
- The Search Committee membership should reflect the diversity of culture, thought, experience, and viewpoints represented by the students, faculty, and staff at CCSU.

- Determining the interview format
- Establishing a communication plan for the department/campus and the candidates
- Setting up a tentative timeline for the search process. Have realistic expectations and try to create a schedule that works for everyone on the committee.
- Search Committee members should make every effort to attend all meetings.
- All deliberations must occur within the Search Committee meetings.
- Search Committee members should not discuss the search outside of meetings, with Search Committee members or others.
- If the Search Committee is communicating via e-mail, all members should be copied on the correspondence.
- All Search Committee members are responsible for ensuring that all applicants are treated fairly and equitably.

Next Steps

- Once the membership of the Search Committee has been approved by ODE, the Committee must meet to discuss a recruitment plan and draft the proposed Notice of Vacancy and advertisement (see page 14 for Notice of Vacancy template).
- The Search Chair completes the AAP-2, attaches the proposed Notice of Vacancy and advertisement, and forwards it to the appropriate parties for approval.
- The Search Chair then contacts the ODE (x21652 or soucyvp@ccsu.edu) and provides possible dates when all Search Committee members are available for the Charge meeting (see Appendix A for Search Charge).
- At the Charge meeting, ODE staff will explain the search process, the committee's responsibilities, and finalize the proposed advertisement and advertising sources.
- The Search Committee will also receive information at the Charge meeting regarding affirmative action goals for the position.

No position will be advertised until the AAP-2 form has been approved by the ODE and the Search Committee has received its charge.

Search Committee Communications with the Campus Community

- Searches for positions that have university-wide impact are of great interest to the campus community. For example, the hiring of a new Provost or Library Director is of critical importance to many constituencies.

- The Hiring Manager should not be a member of the Search Committee.
- The CSU Policy Regarding Nepotism in Employment requires that "any employee serving on a Search Committee must excuse themselves from consideration of the qualifications of a relative if one applies for the position and must further disclose to the Search Committee that said candidate is a relative."
- Article 11.3 of the SUOAF-AFSCME contract requires that "if a Search Committee is used to screen applicants for a bargaining unit position(s), at least one of its members will be appointed by the union." Hiring Managers must contact the CCSU SUOAF-AFSCME President for the name of a SUOAF representative to serve on the Search Committee.

Role of the Search Chair

- The Chair ensures that the Search Committee's charge is carried out.
- The Chair sees to it that Committee discussions are open and that every Search Committee member has an opportunity to voice his/her opinion. His/her role is to bring about consensus among the committee members.
- The Chair contemporaneously documents all of the Committee's decisions, and records those decisions in the meeting minutes. Internal discussions or procedural matters should not be recorded.
- The Chair ensures that procedures are followed and that all necessary forms are completed and processed in a timely fashion.
- The Chair keeps the Hiring Manager informed of the Search Committee's progress.
- The Chair corresponds with all candidates on behalf of the Search Committee.

Role of the Search Committee

- The Search Committee establishes a Search Plan including:
 - Determining advertising and recruitment sources
 - Identifying special recruitment efforts to ensure a diverse pool of candidates
 - Personally recruiting for the position
 - Determining Preferred and Minimum Qualifications
 - Drafting the ad copy
 - Establishing criteria and standards for evaluating candidates' credentials based on the position description and the advertised qualifications. **The agreed-upon standards should be recorded in the Search Committee meeting minutes.**
 - Setting timelines for application review and interviews

- It is very important that searches appear transparent and open, and that campus constituencies are included in the search process by providing opportunities for faculty, staff, and students to meet with candidates who come to campus.
- Arranging for multiple meetings that include all interested groups can be a logistical challenge, but it is a critical part of the search process and every effort should be made to allow ample opportunity for participation when candidates come to campus.
- Search Committees are encouraged to maintain regular communication with the various campus constituencies who might be interested in the progress and outcome of the search. This communication may include campus-wide e-mails, announcements at the Faculty Senate, requests to participate in Open Forums, and requests for input and feedback for as much information as possible without compromising the confidentiality of Search Committee discussions.
- Search Committees should provide regular updates to the campus on the progress of searches that have campus-wide impact.
- Campus-wide forums should include an opportunity for attendees to sign in and provide feedback to the Search Committee, through a short survey or questionnaire.
- The Faculty Senate Appointments and Personnel Committee may contact Search Committee Chairs for information and regular updates regarding searches.
- While Search Committee deliberations are confidential, committees are encouraged to share as much other information about the search as possible with interested groups on campus.

NOTICE OF VACANCY

- A draft NOTICE OF VACANCY (long and short versions) must be attached to the AAP-2 form.
- The short version (the actual published advertisement) should include qualifications, application instructions and submission deadline.
- The proposed draft Notice of Vacancy submitted with the AAP-2 must include:
 - Basic minimum qualifications;
 - Preferred qualifications (if applicable); and,
 - Date when applications will no longer be accepted.

- The Minimum Qualifications should be the absolute minimum required in order to be considered for the position. Generally, this includes an educational requirement and some related experience, but every effort should be made to keep the Minimum Qualifications as general as possible. Be inclusive. Don't require qualifications that will unnecessarily exclude qualified applicants.
- The Preferred Qualifications should provide more specific credentials, experience, or skills that would be desirable in a candidate.
- Whenever possible, in order to make searches more inclusive and to give Search Committees more flexibility, the advertisement should include a statement that "substantially comparable experience and/or credentials" will be considered. In the case of SUOAF positions, Article 12.2 of the SUOAF contract states that "these qualifications are not designed to bar appointment of persons who have demonstrated unusual ability or promise."
- Strategic recruitment is an important tool in increasing diversity among faculty and staff. Be sure to include at least two advertising sources that specifically target historically underrepresented groups in the field. Include pro-active recruitment strategies, such as attendance at conferences, to diversify the candidate pool.
- All candidates are required to complete the demographic information needed to monitor AA/EEO before they start the application process. Race and gender information are optional, and the candidate will decide whether or not to provide this information.
- All vacancy notices and advertisements must be reviewed and approved by the ODE before placement.

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NOTICE OF VACANCY TEMPLATE FOR CCSU'S WEBSITE
(tailored to the specific position)

DEPARTMENT: JOB TITLE (#CX-XXX)

Central Connecticut State University's Department of _____ invites applications for a _____
The successful candidate will (provide general description of duties) and contribute actively and effectively to (student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.)

Required Qualifications:

- _____ in _____ or a related discipline. [(The completion of a Ph.D. is required by (insert date of completion)].
- _____ years' experience with _____
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.

Substantially comparable experience and/or credentials will be considered.

The University: CCSU is a comprehensive public university, one of four universities in the Connecticut State University System. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students—9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse; more than 20 percent of students are of traditional minority heritage.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately 2 hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by (date). To begin the application process, click on the *Apply Now* button and submit the following *in one document*:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for faculty only)

Incomplete applications will *not* be considered. Emailed or mailed copies will *not* be accepted. Please redact any personally identifiable information (e.g., SSN) from any documents submitted.

For more information, contact _____ at (860) 832-xxxx or _____@ccsu.edu.

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TEMPLATE FOR SHORT EXTERNAL AD

DEPARTMENT: JOB TITLE (#CX-XXX)

Central Connecticut State University's Department of _____ invites applications for a _____
The successful candidate will (provide general description of duties) and contribute actively and effectively to (student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.)

Required Qualifications:

- _____ in _____ or a related discipline. [(The completion of a Ph.D. is required by (insert date of completion)].
- _____ years' experience with _____
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.

Application & Appointment: For full consideration, applications must be received by (date). For more information and application instructions, go to <https://hr1.ccsu.edu/defajli.php> and submit the following:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for instructional faculty only)

Completing the Affirmative Action Search Plan (AAP-2)

- The *Affirmative Action Search Plan (AAP-2)* must be completed and approved before the search can proceed.
- The AAP-2 form should outline the University's strategies for recruiting a diverse pool of candidates. Along with the traditional recruitment sources, the Search Committee should identify additional methods of recruitment, such as attendance at conferences, depending on the particular position.
- The HR and ODE staff work with the Search Committee Chair to ensure that all advertising sources identified on the AAP-2 are utilized. HR places the ad and provides funding for no more than two (2) ads. Departments are generally responsible for funding additional advertisements.
- Besides CCSU's website, the ad is placed on HigherEdJobs.com and DiverseJobs.net. Faculty ads are placed on the Chronicle of Higher Ed's website.
- The names of all Search Committee members, including their race/ethnicity and gender, must be included on the form.
- For SUOAF positions, the member who has been appointed by SUOAF must be so identified on the AAP-2.

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AAP-3 CANDIDATE REVIEW PROCESS

Interviews may not begin until the AAP-3 form has been approved.

Reviewing Applications

- Acknowledge receipt of each application as soon as it is received.
- The Search Committee members undertake a **paper review** of the application materials submitted by each candidate.
- Candidates are placed in one of three categories based on the paper review and the pre-determined selection criteria: **Highly Qualified/Finalists; Minimally Qualified; Not Qualified.**
- The Search Committee is responsible for selecting the pool of candidates to be interviewed.
- If the Search Committee needs clarification about some aspect of a candidate's application, they must contact ALL applicants to request the same information. All candidates must be given the same consideration and opportunity.

What if the pool is not large and/or diverse enough?

- If advertising sources have not generated a large enough or diverse enough applicant pool, the Committee should re-advertise using different sources in order to attract a larger pool of candidates. Seek guidance from the ODE before re-advertising.

What if Search Committee members know the candidate[s]?

- If any of the candidates are known to members of the Search Committee, this fact should be disclosed. If a Search Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from deliberations regarding that candidate.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Search Committee members are familiar with the candidate, the category placement should be based on the credentials submitted, not personal knowledge of the candidate.

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EVALUATING APPLICATIONS

Evaluation Criteria:

- Utilizing the standards that were agreed to by the Committee at the outset, review each candidate's application materials thoroughly to determine whether the candidate Exceeds Qualifications, is Minimally Qualified, or Not Qualified.
- All members of the Search Committee must use the same standards to evaluate the applicants.
- If the candidate does not meet one or more of the minimum qualifications listed in the advertisement, he/she should be placed in the Not Qualified category. In the reason column, state the requirement(s) that the applicant has not met. For example, if teaching experience is required and the applicant does not have teaching experience, then the reason should state "Applicant lacks teaching experience."
- If the candidate meets all of the minimum qualifications, he/she should be placed in the Minimally Qualified category. For example, if supervisory experience is preferred, and the candidate does not have supervisory experience, then the reason for placement in the minimum category is that the candidate "lacks supervisory experience."
- The Search Committee then identifies those candidates who will be placed in the Finalist/Exceeds Qualifications category based on preferred qualifications listed in the job advertisement. This category should include candidates who meet all required qualifications and at least one preferred qualification. In the "reason" column, state the preferred qualification(s) the applicant has met.
- The Committee should decide what criteria they will use to select candidates for an interview from the pool of Finalists. This decision should be noted in the Search Committee meeting minutes.
- If the Finalist pool is large, the Committee may decide to conduct telephone interviews first. If, on the other hand, there are only few Finalists, they should all be invited to campus for an interview.

Does the Candidate meet the Minimum Qualifications?

- In determining the candidate's number of years of work experience, be sure to count time spent in an interim, acting, or temporary capacity in the same or a related position.
- With very few exceptions, time spent as a student worker should not count toward the minimum qualifications for a professional position. An exception might be made in such fields as Information Technology. Exceptions must be approved by the ODE.

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have been followed. The ODE will contact the Search Committee Chair with questions or concerns before approving the AAP-3 form.

- The ODE may also supply specific demographic information regarding the finalists to the hiring manager, if needed, in order to ensure compliance with CT affirmative action statutes.

Notification to candidates

- Once the AAP-3 form has been approved, those candidates who have been deemed NOT QUALIFIED should be notified as soon as possible that their candidacy is not under consideration. Do not wait until the search is over to notify these candidates. Let them move on with their job search. (See Appendix B for sample letter).
- The Search Committee may also wish to send letters to the MINIMALLY QUALIFIED applicants at this time, particularly if the search process is going to be lengthy, informing them that they have not been selected for an interview at this time but that the search is still open. (See Appendix B for sample letter).

THE INTERVIEW PROCESS

Scheduling interviews

- The Search Committee Chair is responsible for arranging for candidate interviews. Every effort should be made to schedule interviews when all members of the Search Committee are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- If the position is one of campus-wide interest, the Search Chair may need to schedule other campus interviews, such as Open Forums, meetings with the President or Executive Committee, or meetings with interested constituency groups. This requires coordinating schedules, arranging for rooms, and publicizing the schedule.
- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during phone or campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for ADA Policy and Procedures)
- Once interviews are scheduled, confirm interview details with each candidate in writing, including:

- If in doubt about what kind of work experience counts toward fulfilling the minimum experience requirements, consult with the ODE.

Can I use "Google" or social networking sites to screen applicants at this stage in the process?

- Looking up applicants at the screening stage in the process through the use of social networking sites (SNS) or search engines (such as Google) is not a good practice and is strongly discouraged for a number of reasons.
- First, the information may not be accurate. You could be relying on unsubstantiated, inaccurate information to screen candidates.
- Second, you may have access to information that is unlawful to consider when screening applicants, such as marital status, sexual orientation, or religion. Once you access this information, it is hard to forget, and if your hiring decision is challenged, it is difficult for the employer to argue that the protected personal information was not used to determine who would be interviewed for the position.
- Viewing applicants' personal information on social networking sites may leave you vulnerable to a legal challenge. You could be screening out applicants based on lawful, off-duty conduct that is protected in Connecticut under the First Amendment.
- If the applicant is not hired, or if an employment dispute arises later, the use of this information can be problematic for the university.

At what point is it appropriate to do a search on the web for information on the applicants?

- If you are planning to search the Internet for information on candidates, do so AFTER the telephone interviews for all candidates that you plan to invite for a campus interview, at the same time that you check references. See "Checking References" on page 22. Keep in mind the information listed above regarding Internet searches.

Completing the AAP-3 Form

- The Search Committee Chair completes the AAP-3 form, listing the candidates in three categories - Not Qualified, Minimally Qualified, and Finalists to be interviewed - with justification for the category placement.
- Provide a specific, factual, legitimate, non-discriminatory explanation on the form for why each candidate is placed in a particular category.
- The ODE will carefully review the category placement of each candidate to ensure that the advertised qualifications and the Search Committee's selection criteria

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- ✓ Date and time of interview;
- ✓ Locations and room number(s) where the interview(s) will be held;
- ✓ Any materials or information the candidate should bring with them to the interview;
- ✓ Names and titles of Search Committee members;
- ✓ Directions to campus, map, and parking instructions; and,
- ✓ Name of a contact person(s) and his/her phone number (See Appendix B for sample letter).

Sharing information about CCSU

- It is always helpful for a candidate to receive information about CCSU prior to his/her arrival, providing an orientation to the University, its history, and its strategic goals.
- You may wish to direct candidates to the following information on CCSU's website:
 - ✓ CCSU Profile
 - ✓ CCSU Mission Statement
 - ✓ CCSU Strategic Plan
 - ✓ Other materials or information about the specific department

Travel arrangements for the candidates: logistics and directions

- ➔ **Arrival by Plane:** If a candidate is arriving by airplane and is not renting a car, make arrangements for him/her to be picked up at the airport. Provide the candidate with the name and telephone number of the person(s) who will meet him/her at the airport.
- ➔ **Arrival by Car:** If a candidate is driving to the university, provide a detailed map and driving instructions, including where to park and how to find the building where the interview will take place. Driving to CCSU can be confusing. The reason most people are late for interviews is that they get lost trying to find the correct entrance and/or parking.
- ➔ **Hotel Arrangements:** If a candidate is staying at a local hotel, provide directions to both the hotel and to CCSU, as well as the website address and phone number for the hotel.

For more information, see the CCSU Travel Policies and Procedures

Final Confirmation of the Interview

The day before the interview, contact the candidate via phone or e-mail to re-confirm the interview information, including the candidate's preferred number at which to be contacted if a phone interview. Provide the candidate with the name of the contact person and a phone number.

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Ensuring an Effective Interview Process

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

Phone Interviews

- All candidates in the Finalist pool should receive a phone interview prior to being invited for a campus interview. This gives the Search Committee an opportunity to talk to each candidate, and possibly narrow down the pool to a number that is both economically and logistically feasible for on-campus interviews. The only exception might be in cases where there is a small pool of (local) candidates.
- If possible, arrange for a teleconference to provide for a more interactive format. Contact Information Technology (IT) at X22025 to secure the necessary equipment and arrange for technical assistance if needed.
- Make sure that the seating arrangement for the Search Committee allows for clear communication between those who are asking the questions and the candidate on the other end of the phone. Nothing harms a candidate's opportunity during a phone interview more than scratchy or weak audio.
- Phone interviews are more difficult than in-person interviews because you cannot see the candidate's facial expressions or body language. Phone interviews can feel very impersonal. It is important, therefore, to make the session as productive and friendly as possible.
- Candidates for whom English is not the primary language may be at a disadvantage on the telephone so the Committee should try to make the process and the questions as fair as possible.
- Ideally, an interview is between 45 minutes and an hour long. Be sure to schedule time for the applicant to ask questions at the end.
- The Search Committee Chair should introduce him/herself. Initially, refer to the candidate in a formal manner. Ask the candidate if you can use his/her first name. Example: *"Hello, Ms. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you Susan?"*

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Arranging For On-Campus Interviews

- It is very important that all Search Committee members attend all campus interviews, although sometime circumstances occur that make it impossible. In that case, if rescheduling is not an option, ask the candidate if you may record or videotape the session so that it can be shared with absent committee members.
- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their Employer of Choice.
- Give the candidates the name, phone number, and e-mail of a departmental contact who they can contact with questions about the visit.
- Provide the candidate with a list of search committee members with names, titles, and e-mail addresses.
- If applicable, provide the candidate with a detailed itinerary for the day, including names of persons or groups they will meet, locations, and times.
- If applicable, let the candidate know whether he/she is expected to deliver a lecture, an informal talk, or some other type of presentation.
- If applicable, provide the candidate with information about reimbursement for travel expenses.
- Make sure to build in some "down time" for the candidate to relax throughout the day.

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office staff that are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Offer information to the candidate to read while they wait. Some ideas of what to share: information about the university, such as the Annual Report, publications such as *The Courier*, or departmental publications. Often, looking through information prior to an interview is helpful in reinforcing people's names and highlighting pertinent events that may be a focus during the interview.

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- Introduce each of the members of the Search Committee, or have them introduce themselves.
- Be as clear and concise in a phone interview as possible. Ask one question at a time, and keep the questions brief. Avoid compound questions. Restate questions if needed.
- Ask interviewers to state their names again as they ask questions. (Example: *"Hi, Mary, this is Jim Cummings again. I would like to ask....."*)
- If the candidate is asked to send materials or respond to written questions at the end of the interview, ensure that the address, fax number and/or e-mail address is clearly stated. Provide the information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their response(s).
- Allow enough time for the candidate to ask questions of the Search Committee.
- Thank the candidate for his/her time and interest in CCSU and offer some details regarding how the process will proceed.
- After all phone interviews are complete, the committee meets to decide which of the candidates they now want to bring to campus for an in-person interview.

Checking References

- Prior to extending an invitation for on-campus interviews, the Search Committee should check references for all candidates who have been selected as Finalists.
- You do not have to check references for everyone that you interviewed on the telephone – check only those candidates who you plan to invite to campus.
- Tell the candidates during the telephone interviews that you will be checking references prior to deciding who to invite to campus. Ask the candidates if there are any listed references who they do not want you to contact at this stage.
- The Search Committee members should decide if there are specific questions that they wish to ask of the references. If so, all references should be asked those same questions.
- Remember, it is not recommended that you check candidates through a search on the Internet or social networking sites. But if you do, make sure that you are using lawful, verified information.
- A designated member of the Search Committee (usually the Chair) should call the references. If necessary, the references checks can be split up between all committee members.

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- Candidates should be greeted by a Search Committee member and escorted to the interview room.

Conducting On-Campus Interviews

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who is asking the next question.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.
- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing their flight or scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Upon arrival, it is considered a professional courtesy to hand the candidate a folder with his/her name on it containing information about the day such as the interview schedule, names of Search Committee members, etc. This simple touch goes a long way to make the candidate feel welcome and in defining CCSU as an Employer of Choice.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring a copy of their resume or curriculum vita for the Search Committee. If they do, distribute the copies even if you have them already. Always accept the materials. Sometimes candidates will change their C.V. to update their credentials (such as going from "candidate for a PhD" to "PhD" and the date the degree was rendered). In some cases, candidates change their C.V. in areas that may alert you to a problem.
- Let the candidate know that you will be taking notes.
- When asking questions, try to avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific locations such as Willard Hall or Tony's; and abbreviations common only to CCSU, such as UPBC.

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- If the interview is long, provide a break to avoid fatigue for both the Search Committee members as well as the candidate.
- Listen! Let the candidate do most of the talking.
- If the candidate is scheduled to meet other people on campus, ensure your portion of the interview process adheres to the scheduled time frames.
- At the conclusion on your session, alert the candidate that it is time to move on to the next part of the process. Offer the candidate an opportunity to use the restroom.
- Escort the candidate to the next interview location and introduce the candidate to the next person or group with whom the meeting is scheduled.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- If you haven't already done so, let the candidate know that you will be checking the references that were supplied as part of the application process, and when you will be making contact.
- If a candidate is offered a tour of CCSU at the end of the interview, ensure that the candidate is linked to the person/department conducting the tour.
- Someone from the Search Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions.
- The Search Committee should agree ahead of time on the weight to be given to each question asked. (See Appendix D for a sample list of appropriate interview questions)
- When in doubt, **DO NOT** ask the question.
- All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
- If a candidate is someone from within CCSU and is known to the members of the Search Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.

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- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.

Maintaining Search files/records

- The Search Chair must maintain clean originals of all application materials and there should be **no markings or notes written on the originals**. Other Search Committee members should receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates must be maintained by the Search Chair. The Office of Diversity & Equity will retain all search forms (AAP 1, 2, 3, and 4).

AAP-4 CANDIDATE SELECTION PROCESS

Selection of Finalist(s)

- After all the interviews have been completed, the Search Committee meets to discuss the candidates. At this time, any additional materials requested or supplied by the candidates during the interview process should be discussed.
- All members of the Search Committee should be given an opportunity to express their views.
- Committee members who miss some or all of the interviews should not participate in discussions of the rank ordering of candidates, but they may provide comments on the interviews they attended.
- The Search Committee may have received feedback from other members of department or the campus community who met the candidate during the campus visit. This is the time to consider the feedback from others.
- The Search Committee should reach a consensus on which Finalists will be recommended to the Hiring Manager.

Completing the AAP-4

- The Search Committee Chair completes the AAP-4 form.

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- Don't allow candidates to offer information that is not job-related that could influence the Search Committee's objective evaluation of each candidate. If the candidate shares personal information with you that you don't want to know, gently stop them from continuing and change the subject.
- Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
- Questions focusing on the following topics could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Medical history
 - ✓ Number of children or child care arrangements
 (See Appendix E for a sample list of illegal interview questions)
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where he/she lives or went to school, special interests, or hobbies.

Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.

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- The recommended candidates should be listed, **unranked**, on the front of the form.
- Include a memo describing all the candidates listed on the AAP-3 as finalists. If any minimally qualified candidates were interviewed, they must also be included in this memo. For example, John Doe - Withdrew.
- The search committee should reach a consensus on the language used in the memo.

Salary Determination

- The AAP-4 should include a salary recommendation, which must fall within the required salary ranges for the respective rank/position. If in doubt about the correct salary range, call Human Resources for guidance. In the case of SUOAF and Management/Confidential positions, Human Resources reviews the credentials of the candidate and calculates an appropriate salary, comparing the credentials to the minimum required qualifications and experience.

Making the Offer

- No offer can be made to the recommended candidate until the AAP-4 has been approved and HR has approved the recommended salary.
- The Hiring Manager makes a **conditional** offer of employment to the recommended candidate. At this time, it is appropriate to discuss a salary offer and a proposed starting date. If the candidate does not accept the salary offer and further salary negotiations are required, the Search Chair should not make any commitments, but should seek guidance from the Dean or Vice President. The Search Committee Chair should be clear with the candidate that the offer is not **official** until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's **conditional** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the **Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms** and the **Social Security Verification Authorization** (See p. 34 for more information on the Pre-Employment Background Investigation process).
- The Hiring Manager should ask the candidate if they are authorized to work in the United States. If they are not, contact the Center for International Education (x22052) for assistance.

Full-time AAUP instructional faculty employed at any rank and SUOAF administrative faculty employed at the Administrator IV level or higher qualifies for H-1B visa sponsorship by CCSU. The Center for International Education will then work directly with the new hire and Department Chair to review the new hire's current immigrant status and explore the feasibility of petitioning for H-1B Specialty Occupations visa status. The process, which involves sequential approvals by multiple CCSU offices and federal agencies, takes a **minimum of 90**

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days to complete and, under most circumstances, *employment cannot commence* until H-1B status is approved by the U.S. Citizenship and Immigration Service.

- When the background investigation is successfully completed, Human Resources prepares the appropriate appointment letter for the President's signature. If an H-1B is required, a copy of the appointment letter should be sent to Toyin Ayeni, the Center for International Education's Immigration Specialist.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- Human Resources sends information regarding employment forms, benefits and retirement to the candidate along with the appointment letter.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

Feedback to Interviewees

- The Hiring Manager should notify the unsuccessful candidates through a personal telephone call and follow up with a letter (see Appendix B). This is the most professional, decent way to communicate this news to those who are anxiously awaiting a decision.
- Sometimes unsuccessful candidates will ask one or more Search Committee members for feedback. Such questions should be referred to the Search Chair.
- The Search Chair should respond to requests for feedback from candidates by being factual. "Someone else was more qualified" is a legitimate, factual response.

PROCEDURES FOR POSITIONS THAT DO NOT REQUIRE AN AFFIRMATIVE ACTION SEARCH

- SPECIAL APPOINTMENTS (AAUP, Article 4.8.2)**
- TEMPORARY APPOINTMENTS (SUOAF-AFSCME, Article 13.1)**
- ACTING/INTERIM APPOINTMENTS (Management Confidential Policies, Article 5.7)**

Completing the AAP-1 Form

- The hiring manager is responsible for completing the AAP-1 form and for securing all necessary approvals.
- Indicate whether the request is to:
 - Establish a new position
 - Refill a vacant position or
 - Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- For all positions except AAUP, a copy of the job description and organizational chart should be attached to the AAP-1 form.
- If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See *Job Descriptions* on p.8 for more information)
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and Human Resources for review and approval.
- After the AAP-1 has been approved, Human Resources will notify the Hiring Manager. Procedures may vary depending on contractual requirements.

SUOAF and MANAGEMENT CONFIDENTIAL POSITIONS

Temporary appointments may be established for (a) a specific grant-funded or self-supporting project; (b) relieving workload while an employee is on leave; or (c) to fill a vacancy while the search is in progress. These temporary appointments are usually filled by an external hire.

External Hires

- Affirmative Action searches are not required for temporary appointments.
- If a candidate has already been identified, the Hiring Manager completes a **Temporary Appointment Form** available on HR's website and sends it along with the candidate's resume to the appropriate managers for signatures.
- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for temporary appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- Once the candidate accepts the university's *conditional* verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the **Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms** and the **Social Security Verification Authorization** (See p. 34 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

- After approval of the AAP-1, the Provost's Office will send the **AAUP Emergency Appointment Form** to the Department Chair. (See Appendix F for sample form)
- If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- Hiring Managers are authorized to interview and make conditional offers of employment for emergency appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- The Emergency Appointment form must be approved and signed by the Dean and Provost. The form, along with the individual's current resume, is then forwarded to Human Resources for processing.
- Once the candidate accepts the university's *conditional* verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the **Summary of Rights Under Fair Credit Reporting Act, Disclosure & Consent Forms** and the **Social Security Verification Authorization** (See p. 34 for more information on the Pre-Employment Background Investigation process).
- When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

AAUP SPECIAL APPOINTMENTS

There are four (4) types of special appointments described in Article 4.8.2 of the AAUP contract:

- a) To hire someone with unusual knowledge, artistry, or exceptional merit;
- b) As a replacement for a full-time member on leave (e.g., maternity leave);
- c) An emergency appointment prior to a successful affirmative action search; and,
- d) A grant or contract funded position.

Most special appointments fall into category c.

PRE-EMPLOYMENT BACKGROUND INVESTIGATION

All regular full- and part-time external candidates for employment with CCSU, including University Assistants, rehired retirees who have never worked at CCSU, and re-hired employees with a break in service of more than one year, must undergo a Pre-Employment Background Investigation. Candidates will not receive an appointment letter until they have successfully completed the Pre-Employment Background Investigation.

What does the background investigation entail?

- Generally, the Pre-employment Background Investigation includes the following:
 - ✓ Criminal Background Investigation
 - ✓ Social Security Number verification
 - ✓ Sexual Offender Database Search
 - ✓ Prior employment verification
 - ✓ Education verification (highest level)
- In addition, candidates for some positions may be required to undergo additional checks, including one or more of the following:
 - ✓ Motor Vehicle Record
 - ✓ Professional References
 - ✓ State/Federal Civil Litigation, Liens, Judgments
 - ✓ Credit Verification
 - ✓ Corporate Filing and Status Search
 - ✓ Media Search
 - ✓ Professional Licensing
- This process may reveal information that could disqualify a candidate from further consideration for the position.
- If the background investigation results are satisfactory, HR will send the employee an appointment letter.
- If the background investigation results are unsatisfactory, the Chief Human Resources Officer or his/her designee will follow the procedures outlined below.

Examples of Results That May Disqualify an Applicant

- Failure to pass the criminal, social security, or sex offender investigation
- Inconsistencies between the information on the candidate's employment application or resume and the information received from the Background Investigation
- Omission by the candidate of significant information on the employment application

Fair Credit Reporting Act (FCRA) Compliance

- When CCSU receives information in a background investigation that may disqualify a candidate from consideration, the University will comply with the requirements of the Fair Credit Reporting Act (FCRA) as referenced in the ConnSCU Background Investigation Policy:

- ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
- ✓ Discussion of office protocols
- ✓ Phone/e-mail for key contacts
- ✓ Building safety/security procedures

REIMBURSEMENT FOR MOVING EXPENSES

- In accordance with Board of Trustees policy, the President may offer partial reimbursement for out-of-state moving expenses for AAUP, SUOAF, and Management employees.
- Request for reimbursement for moving expenses are made by the Dean or Hiring Manager to the appropriate management official at the time of hire. If approved, a letter is sent to the candidate along with their appointment letter from the President.
- Reimbursements are not processed unless the President has authorized it in advance.

Procedures

- Employees must complete and sign an Employee Voucher.
- Employees must provide original copies of all applicable receipts, indicating a zero balance or that payment has been made.
- The Employee Voucher and accompanying receipts must be separated into two categories:
 - ✓ Transportation/Storage, and
 - ✓ Travel and lodging (see below)
- Only Internal Revenue Service (IRS) qualified moving expenses may be reimbursed. These include those expenses that would be deductible by the employee as moving expenses if they had been directly incurred by the employee. Qualified moving expenses are described in IRS Publication 521, "Moving Expenses," and includes:
 - ✓ Reasonable expenses for moving household goods and personal effects from a former residence to a new residence;
 - ✓ Reasonable expenses of travel (including lodging) from a former residence to a new place of residence. NOTE: Meals are not considered a qualified moving expense.
- Reasonable expenses of travel include ONLY one trip made by the employee and members of his/her household, whether they travel together at the same time or not.

- ✓ HR sends a letter to the candidate, notifying him/her that the University has received disqualifying information, with a copy of the Background Investigation Report and a summary of the candidate's rights under the FCRA.
- ✓ The notification is sent to the candidate before any adverse employment action may be taken based on the Background Investigation Report.
- ✓ After five (5) business days, barring the receipt of any new information received from the candidate that changes or clarifies the Report and eliminates any discrepancies, HR sends the candidate a second letter rejecting his/her candidacy based on the disqualifying information generated.

Confidentiality

- All information obtained as part of a Pre-employment Background Investigation is confidential and the information is maintained in an electronic file at the company retained by ConnSCU to perform background investigations. Copies of background investigations are not retained in an employee's official personnel file.

EMPLOYEE ORIENTATION

- All new employees meet with a member of the Human Resources staff before their first day of work to complete necessary paperwork, as well as arranging for their ID card and parking.
- Formal orientation programs are provided for all new faculty and staff. At the start of each academic year, full- and part-time teaching faculty members are invited to attend *New Faculty Orientation* sponsored by the Office of the Provost.
- Non-teaching faculty employees are invited to attend a *New Employee Orientation* sponsored by Human Resources held on a quarterly basis.
- Formal mentoring programs for new faculty are required in accordance with the Faculty Senate Promotion & Tenure Policy (Amended Fall 2014).
- Academic department chairs should provide all new faculty members with a copy of the Senate Promotion & Tenure Policy and their individual departmental guidelines.
- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - ✓ Introduction to colleagues
 - ✓ Tour of the office/building where working

- If an employee drives his/her own car(s) in the process of moving, mileage will be paid at the current IRS rate for moving mileage reimbursement for the most direct route available. Mileage will be determined through the use of the website Map Quest.
- Qualified moving expense reimbursements are not subject to withholding taxes or retirement contributions and are paid through the payroll system.
- For more information, go to the Travel policies.

SECTION 2

CLASSIFIED POSITIONS

Administrative Clerical (NP-3)
Administrative and Residual (P-5)
Connecticut Police and Fire Union (NP-5)
Maintenance and Service (NP-2)

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- If an employee with reemployment rights selects CCSU's position, he/she is a mandatory hire, pending the successful completion of the standard background investigation for all new employees.
- If the hire is made from the reemployment list, the search ends.

Candidate Pool

- For competitive positions (those requiring an examination), Human Resources must review all active certification lists containing the names of candidates who have taken and passed the examination for the position. Human Resources will canvas the list and contact the certified candidates inviting them to submit an application.
- For positions that do not require examination, the position may be posted internally, externally, or both, depending on the position type and the bargaining unit requirements.
- Positions may also be filled through lateral transfer of candidates who currently hold status in the position being posted. This includes those employed at CCSU as well as other state agencies.
- Internal and external posting procedures will vary depending on the contractual requirements for each bargaining unit. Human Resources will ensure that all contractual requirements are met.

AAP C-1 CANDIDATE POOL REPORT

Application Materials

- Applications must contain the following information:
 - ✓ A signed cover letter referencing the search number;
 - ✓ A signed State Application (CT-HR-12); and,
 - ✓ Names, titles, and phone numbers of at two (2) current professional references

Application Review by Human Resources

- Human Resources conducts an initial screening of the applications and forwards the applications of eligible, qualified candidates to the hiring department.
- Human Resources completes the left-hand column on page 1 of the AAP C-1 Form and sends it to the department, along with the Qualified and Minimally Qualified candidates' application materials.

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AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of any classified position *must* be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the AAP-1.

The AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent classified position can be filled.

PROCEDURES FOR FILLING CLASSIFIED POSITIONS

Completing the AAP-1 Form

- The hiring manager is responsible for completing the AAP-1 form and for securing all necessary approvals.
- Indicate whether the request is to:
 - ✓ Establish a new position;
 - ✓ Refill a vacant position;
 - ✓ Refill and reclassify a vacant position
- A written justification is required for all requests, including an explanation of how the position will be funded.
- A copy of the department's organizational chart should be attached to the AAP-1 form.
- The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and the Chief Human Resources Officer for review and approval.
- After the AAP-1 Form has been approved, Human Resources will issue a Search Number.

Layoff and Reemployment Lists

- In accordance with State Personnel Regulations covering classified employees, prior to filling a vacant classified position, eligible state employees on the mandatory layoff/reemployment lists and the SEBAC reemployment list must be offered the position. No vacant position may be filled until all potential candidates from both lists have been cleared.
- Human Resources must offer the position to interested mandatory hires before the position can be posted or advertised.

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Selection of Interviewees

- The Hiring Supervisor and/or Interview Committee reviews the applications and selects candidates for interviews.
- If any of the candidates are known to members of the Interview Committee, this fact should be disclosed. If an Interview Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from the committee.
- This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Interview Committee members are familiar with the candidate, the category placement should be based on the application submitted, not personal knowledge of the candidate.
- The names of candidates selected or not selected for interviews and the reason(s) must be listed in the right-hand column on page 1 of the AAP C-1 form.
- Reasons must be factual. For example, if the advertisement states that experience in a high volume setting is required and the candidate lacks such experience, then the reason states is "no experience in a high volume setting."
- The AAP C-1 form is signed by the Hiring Supervisor, the Department Head, and the Chief Diversity Officer. Once the form is approved, interviews can be scheduled.

Scheduling Interviews

- The Hiring Supervisor is responsible for scheduling candidate interviews. If an Interview Committee is convened, every effort should be made to schedule interviews when all members are available.
- It is best to contact a candidate by phone to schedule an interview.
- Try not to schedule interviews on Monday morning or Friday afternoon.
- Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for more information).
- Once interviews are scheduled, confirm the interview details in writing, including:
 - ✓ Day, date and time the interview will begin
 - ✓ Location and room number where the interview will be held
 - ✓ Any materials or information the candidate should bring with them to the interview
 - ✓ The name of a contact person(s) and his/her phone number (See Appendix B for sample confirmation letter).

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ENSURING AN EFFECTIVE INTERVIEW PROCESS

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

Arranging for On-campus Interviews

- Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their employer of choice.

Greeting the Candidate

- Ensure that a contact person is available to receive calls and/or greet the candidate.
- Alert office personnel who are the first point of contact that the candidate is expected to arrive.
- If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- Candidates should be greeted and escorted to the Interview Room.

Conducting the On-campus Interview

- Seating arrangements should allow the candidate to make eye contact with everyone.
- If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who the next question is coming from.
- Search Committee members are expected to bring with them a copy of the candidate's cover letter, application, and other any supporting information. However, the Search Chair should have extra copies available, just in case.

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INTERVIEW QUESTIONS

- Interview questions must be submitted to the Office of Diversity & Equity and approved prior to interviews taking place.
 - Testing candidates for classified positions is not permitted. For example, you may not administer a typing test.
 - Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions. Questions should be open-ended whenever possible. (See Appendix D for a sample list of appropriate interview questions.)
 - All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
 - If the candidate is from within CCSU and is known to the members of the Interview Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.
 - Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.
 - Questions focusing on the following topics are not considered appropriate and could violate state or federal law:
 - ✓ Race or attitudes relating to race
 - ✓ Religion or Religious Affiliation
 - ✓ Gender
 - ✓ Sexual Orientation
 - ✓ Height and/or weight
 - ✓ Age
 - ✓ Arrest and Conviction Records
 - ✓ National Origin
 - ✓ Financial Status
 - ✓ Military Record
 - ✓ Disability
 - ✓ Number of children or child care arrangements
- (See Appendix E for a sample list of illegal interview questions).
- Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where a candidate lives, where he/she went to school, or special interests or hobbies.

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- Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing scheduled transportation.
- Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- Have water available for the candidate and provide them with paper and pen to take notes.
- Candidates sometimes bring copies of their resumes and/or other materials for the Interview Committee. If they do, distribute the copies even if you have them already. NOTE: always accept the materials. Sometimes people will change their resumes in order to update their credentials. In some cases, candidates change their resume in areas that may alert you to a problem.
- When asking questions, avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific buildings i.e., Willard Hall or Tony's; and abbreviations common only to CCSU.
- At the conclusion of the interview process, inform the candidate of the timeframe for a decision.
- If a candidate is offered a tour of CCSU at the end of their interview, ensure the candidate has contact information for the person/department conducting the tour.
- Someone from the Interview Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

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Guidelines relating to disabilities

- Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.
- If the candidate reveals a disability to the Interview Committee, the need for accommodation can be discussed during the interview process.

Maintaining Search files/records

- Human Resources must maintain clean originals of all application materials and there should be no markings or notes written on the originals. The Hiring Supervisor and/or Interview Committee members receive paper or electronic copies of all materials.
- In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates is maintained in Human Resources. The Office of Diversity & Equity will retain all search forms (AAP C-1 and C-2).

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AAP C-2 LIST OF RECOMMENDED CANDIDATES

- The Hiring Supervisor and/or Interview Committee will select the finalists for the position and list the names, unranked, on the AAP C-2.
- A memo justifying the recommendation and an assessment of all finalists interviewed must be attached to the AAP C2 form.
- The applications of all candidates interviewed must also be attached to the AAP C2 form.
- The Office of Diversity & Equity must approve the AAP C2.
- Once approved, the AAP C2 is forwarded to Human Resources. State regulations require that layoff and reemployment lists be canvassed one final time before an offer of employment can be made.

REFERENCE CHECK AND BACKGROUND INVESTIGATION

- Human Resources will check all applicants' references and re-check eligibility for appointment to the position.
- The candidate is sent an email regarding their background investigation with the Summary of Rights Under the Fair Credit Reporting Act, Disclosure & Consent Forms and the Social Security Verification Authorization.
- Candidates for positions in the Maintenance & Service bargaining unit (CEUI) and the Connecticut Police & Fire Union (CPFU) must take and pass a pre-employment physical. Candidates for police positions must also be POST certified.
- Offers of employment are made by Human Resources. HR will notify the hiring department when the candidate accepts the position and the start date is determined.
- All new employees meet with a Human Resources representative to review and complete all required forms and policies before the employee is placed in the payroll.

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EMPLOYEE ORIENTATION

- Classified employees are invited to attend New Employee Orientation sponsored by the Human Resources Department, held on a quarterly basis. The general agenda for Orientation can be found here: [New Employee Orientation](#).
- Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- At a minimum, new employees should receive the following assistance from members of their departments:
 - ✓ Introduction to colleagues
 - ✓ Tour of the office/building where working
 - ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
 - ✓ Discussion of office protocols
 - ✓ Phone/e-mail for key contacts
 - ✓ Building safety/security procedures

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SECTION 3

PART-TIME (ADJUNCT) FACULTY

PART-TIME (ADJUNCT) FACULTY HIRING PROCESS

In accordance with Article 1.6.2 of the CSU-AAUP contract, part-time faculty are those "who are employed for at least six (6) days in a semester and who earn six (6) or fewer load credits or who teach no more than two (2) courses for a total of eight (8) or fewer load credits and whose function consists primarily of (but shall not be limited to) teaching, research, or other scholarly activity."

Hiring Process

- Searches are not required for part-time faculty.
- The process begins at the academic department level. In most cases, departments hire qualified part-time faculty through professional contacts or word of mouth.
- If a department wishes to post an advertisement for part-time faculty, contact Human Resources (x21751). The position will be posted under "Job Opportunities" on the HR web page.

Contractual Requirements

- See the [CSU-AAUP contract](#) for important requirements regarding part-time faculty hiring:
 - ✓ Article 4.6, Assignment of Courses to Part-time Members
 - ✓ Article 12.8, Part-time member pay rates
 - ✓ Article 12.8.1, Part-time Member Discretionary Rate
 - ✓ Article 12.8.2, Part-time Continuing Member Pay Rate
 - ✓ Article 12.8.3, Part-time Member Paycheck Schedule
 - ✓ Article 12.8.4, Part-time Member Temporary Additional Duties

Load Hour Limitations

- Fall and Spring Semester – Eight (8) or fewer load hours
- Winter Session/Inter-session – Maximum of four (4) load hours

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- Summer Session Limitation -Total load assignments in a given summer cannot exceed sixteen (16) load credits (eighteen (18) load credits for laboratory or studio courses).
- Summer Sessions of five (5) to eight (8) weeks - Maximum of eight (8) load hours
- First Five and Eight Week session - Maximum of eight (8) load hours combined
- Summer Session of four (4) weeks or less - Maximum of four (4) load hours

Paychecks

- Part-time faculty members receive eight (8) paychecks per academic semester if they are placed on payroll at the start of semester. If hired after the start of the semester, the total salary for the semester is divided equally among the remaining paychecks in the semester.

Course Cancellation

- Article 4.6.1, Course Cancellation Fee requires that "if a class scheduled to be taught by a part-time faculty member is cancelled within seven (7) business days prior to the beginning of the first day of classes, the part-time member shall be paid the sum of \$300."
- Human Resources notifies Department Chairs and Deans via e-mail of the exact DATE by which courses must be cancelled in order to avoid the course cancellation fee. Course cancellation fees are charged to the appropriate departmental budget.
- The Department Chair or Hiring Manager must notify the Dean, the Registrar's Office, and Human Resources of a course cancellation to avoid overpayment of salary.
- Human Resources will make the official notification of the course cancellation to the faculty member in writing.

Resignation or other early termination

- If a part-time faculty member resigns or is otherwise terminated prior to the end of his/her contract, the Department Chair or Hiring Manager must submit a revised Part-time Appointment Form indicating the appropriate end date of employment. The salary will be pro-rated and the part-time faculty member will receive a revised contract from Human Resources.

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New Part-time Faculty Hiring Forms

- All new part-time faculty receive a hiring package from Human Resources that contains an employment contract. This contract must be signed and returned to Human Resources before going on the Payroll.
- The package contains forms for payroll, parking, computer access, retirement and benefits. (See Appendix H)
- New part-time faculty must appear in person in the Human Resources Office in Davidson 119 to complete required Employment Eligibility Verification (Form I-9).
- New part-time faculty must submit a resume and official transcript(s) for their personnel file.

Returning Part-time faculty

- Returning part-time faculty receive a hiring package from Human Resources that contains an employment contract. This contract must be signed and returned to Human Resources before the faculty member can be placed on the payroll.
- Returning part-time faculty are not required to re-submit other hiring forms each semester.

General Information for all part-time faculty

- General information for all part-time faculty can be found on [HR's website](#)

Part-time Faculty Appointment Form

- The Department Chair or Hiring Manager completes a Part-time Faculty Appointment form. Signatures are required from:
 - ✓ Department Chair/hiring manager
 - ✓ Dean
 - ✓ Graduate Studies (for courses 500 level and above)
 - ✓ Grants Office (grant-funded courses)
- HR reviews the form for course assignment, lecturer category, load hour limitations, funding, and appropriate signatures. Department Chairs and Deans are notified of any needed corrections.
- Contract packages are mailed approximately thirty (30) days prior to the start of the academic semester.

Class Over-enrollment

- Class size will be determined by enrollments at the end of the third week of each academic semester. If appropriate, and upon notification by the Registrar's office, additional load hour credit is calculated and affected part-time faculty receive a revised contract and increase in salary.

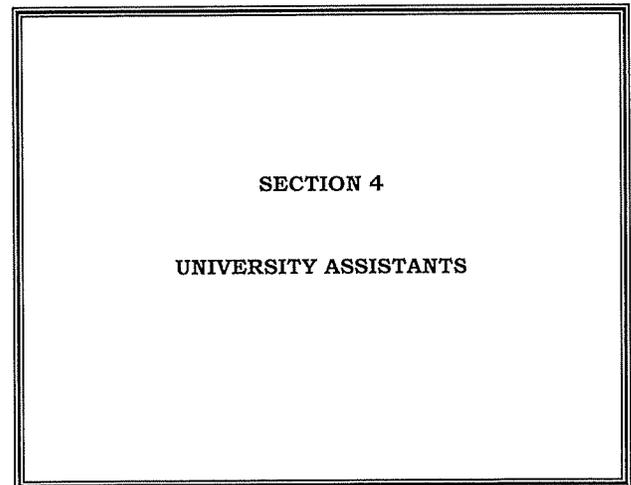
Absentee Policy

- Part-time faculty do not complete attendance records. It is expected that if a part-time member knows in advance that he/she is unable to teach a class, a substitute will be arranged for and compensated by the member.
- If a part-time member must cancel a class, he/she must call or e-mail his/her department chair/secretary so that students can be notified.

Pre-Employment Background Investigation

- All new part-time faculty and those with a break in service of more than one year must undergo a Pre-Employment Background Investigation. Disclosure & Consent Forms and the Social Security Verification Authorization must be completed in order to process the background investigation. The Summary of Rights Under Fair Credit Reporting Act should be given to the employee.
- Background Investigations are processed only after Human Resources has received the signed part-time faculty appointment form from the department.

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UNIVERSITY ASSISTANTS

General Information

- The University Assistant is an unclassified part-time non-teaching category of employment established by Board of Trustees Resolution.
- University Assistants are paid from individual departmental operating budgets.
- University Assistants may work no more than an average of 19 hours per week, for a total of 988 hours per fiscal year (July 1 – June 30).
- The current maximum earnings per fiscal year is \$24,000. The minimum hourly rate is \$15/hour. Higher hourly rates are at the discretion of the hiring department.
- The 988 hour maximum is pro-rated based on when during the fiscal year the University Assistant is hired. For example, if a UA is hired on January 1, he/she may work half of the 988 hours until the end of the fiscal year on June 30.
- University Assistants are *not* included under any collective bargaining agreement.
- Upon completing 680 hours worked, University Assistants will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.
- There are no fringe benefits (medical/dental, accrued leave time, retirement, etc.) associated with University Assistant positions.
- University Assistants cannot hold a UA position on more than one campus. However, a University Assistant can be employed as a part-time teaching faculty member on the same or different campus, as long as there is no conflict in the hours worked. In this case, the employee must complete a Dual Employment Form (See Appendix I)

Advertising for a University Assistant position

- If you do not have a candidate and need to advertise, send a short description of the position, hourly wage, schedule of hours, and to whom applications should be sent, to Karen Portera in Human Resources (portera@ccsu.edu). The position will be posted on Human Resources' Job Opportunities website.

Hiring Process

- Filling/Refilling of a University Assistant position *must* be approved by the President either during the fiscal year budget process or by a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with this request.
- Since the University Assistant is a part-time unclassified position, departments who have authorization and funding to hire a University Assistant may hire a selected candidate without undertaking an affirmative action search.

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- When your position is approved and you have selected a candidate, fill out the University Assistant Appointment Form (See Appendix G) and send it to Human Resources, Davidson Hall Room 119. Include the individual's resume and completed *Disclosure & Consent Forms* and the *Social Security Verification Authorization* for the background investigation.
- University Assistants are required to satisfactorily complete a background investigation (See Section II) prior to hiring.
- University Assistants must come to Human Resources, Davidson 119, to complete an I-9 form and paperwork.
- Time sheets for University Assistants are processed through CORE's Time & Attendance system.
- Supervisors are responsible for monitoring the salary and hours of their University Assistants.
- A University Assistant Appointment Form must be completed each fiscal year for renewal of your University Assistant.

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SECTION 5

STUDENT WORKERS

Student Worker Board Resolution #98-62

- Student workers must be matriculated at one of the ConnSCU universities, and must be currently enrolled in courses or enrolled in the Intensive English Language Program (IELP) at one of the campuses.
- Student workers cannot be on any other state payroll other than the student employee payroll of the university.
- Students may work in the summer only if they were enrolled in the prior spring semester and certify in writing an intention to continue enrollment in the subsequent fall semester, or to complete degree requirements during one of the summer sessions.
- Students may work no more than 40 hours per pay period during the spring and fall semesters when classes are in session. During periods when there are no classes, students may work 40 hours per week.
- The rules of the Federal College Work Study Program, or any other federal work program, prevail if there is a conflict with this Board Resolution.
- Student workers are paid from individual department operating budgets.
- Student workers are state employees and receive state paychecks.
- As state employees, student workers are required to abide by State and University policies.
- Upon completing 680 hours worked, a Student Worker will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.

Finding and hiring a student worker

- See **Appendix I** for Student Worker Pay Rates and **Appendix J** for Student Worker Job Classifications.
- If you want to advertise a Student Worker position, or you are looking for students with a work-study award to work in your department, you may post the position on The Center for Advising & Career Exploration's **College Central Network**, where students can search for available positions. Students will contact the department to set up an interview.
- Once you have hired a student worker, he/she must read several policy documents and complete required forms. See the **Student Employment** website for information.
- All forms are submitted to the Payroll Office in Marcus White Annex 006.
- A justification is required for changes to a student worker's pay rate. (See **Appendix J**).
- If the student's pay rate changes, or there are any other changes to the student's payroll status, they may be required to submit revised payroll forms.

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- Hours worked are submitted through CORE's Time & Attendance system.
- Questions regarding forms, time sheet processing, or paychecks should be directed to the Business Office at x22503.

SECTION 6
GRADUATE ASSISTANTS
&
GRADUATE INTERNS

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GRADUATE ASSISTANTS

Procedures and Criteria for Appointing Graduate Assistants

The purpose of the Graduate Assistantship is to allow well-qualified graduate students to participate in institutional activities academically relevant to the student's program of study.

Graduate Assistantships will *only* be awarded to matriculated graduate students. Graduate students awarded full assistantships shall pay full-time tuition; graduate students awarded half assistantships and enrolled for nine (9) semester hours or more shall pay full-time tuition. Those enrolled for less than nine (9) hours shall pay appropriate registration and course fees for part-time students.

The State University Fee, University General Fee (except for portion attributable to student accident insurance), and the Student Activity Fee shall be waived for Graduate Assistants.

The maximum stipend for full graduate assistantships shall be \$4,800 per semester and \$2,400 per for half graduate assistantships.

Part-time Graduate Assistants are expected to complete 10 hours per week or 150 hours per semester. Full-time Graduate Assistants are expected to complete 20 hours per week or 300 hours per semester. Assignments begin the first week of each semester and continue through the semester's end.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Assistant (GA):

- Matriculated in a Graduate program
- Maintain a 3.0 GPA or higher
- Be registered in the current semester (At least 9 credits full-time; at least 3 credits part-time).

Graduate Studies Policy Regarding GA Positions

- May not be employed by any other employment category by the university
- Full- and part-time Graduate Assistants should not be engaged in significant employment outside of the university, or hold full-time employment elsewhere or be engaged in a full time (20 hours) internship.
- Graduate Assistants are expected to make a full time commitment to graduate study.

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GRADUATE INTERNS

Procedures and Criteria for Appointing Graduate Interns

Per Board of Trustees Resolution #92-115

Developed by the School of Graduate Studies (x22363)

A graduate student preparing to enter a student affairs or student service field may be appointed as a Graduate Intern (GI) to provide an intense two-year on-the-job training and development experience.

Graduate interns enrolled as full-time students shall be required to pay full-time general fund tuition and a University General Fee sufficient to defray the cost of student accident and health insurance. The balance of the University general fee as well as all other fees imposed by the board shall be waived.

Graduate interns enrolled as part-time students shall have waivers of all fees, including summer and winter session fees up to a total maximum of 18 credit hours, provided they are enrolled in courses that are required for the completion of their graduate program. (Please note: Graduate Interns must pay the \$62 registration fee (or higher if the fee structure changes).

Each campus is authorized to pay Graduate Intern stipends not to exceed \$15,000 for the academic year (nine months) and a stipend not to exceed \$5,000 for summer sessions (three months). Stipends will be prorated for part-time assignments.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Intern (GI):

- Be matriculated into a graduate program
- Demonstrate a minimum 3.0 GPA
- Preferably be registered part time (3-8 credits) in courses that are required for their graduate program. See above for the Board of Trustees resolution
- Have the proper visa if being appointed as an international student
- May not be employed under any other employment category by the university.

Procedures

Assigning a Graduate Intern (GI) to a department requires the following steps:

- The hiring office interviews the student and extends the possibility to hire after the graduate intern agrees to work 35 hours per week.

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- The hiring office notifies the Dean, School of Graduate Studies, who confirms that the student meet criteria as listed above.
- If criteria are met, a letter is sent to the student by graduate studies and copied to the hiring supervisor, bursar and human resources, and Provost (or other appropriate area supervisor).
- Whether they are new or renewals, GIs must report to Human Resources to be placed on the payroll. No GI will be paid until this requirement is met.
- Graduate Interns may be hired for a maximum of two years if funding exists. Appointments are made on an annual basis and students are renewed based on the student's performance as a GI as well as stated criteria; a second letter is sent by graduate studies if appointed for a second year.

SECTION 7

APPENDICES

APPENDIX A
Charge of the Search Committee

Position: _____ Search Number: _____

I. General issues

1. Search committee liability: it is possible, and has happened here, that search committee members can be sued in their individual and official capacities. Under Connecticut law, state employees are entitled to representation by the Attorney General's Office and indemnification by the state where their actions within the scope of employment or discharge of duties for damage or injury are "not wanton, reckless or malicious..." Conduct that is merely negligent comes within the statutory protection.

The committee must meet as a whole throughout the search and must conduct its deliberations within the meetings. Do not discuss anything related to the search, either with members or non-members of the committee, except when the committee is formally meeting. If you E-mail information regarding the search, all of the committee should be copied.
2. Each applicant must receive an individualized and complete review of his/her qualifications as compared to the job advertisement. If there are general terms in the advertisement that need further clarification, those standards must be set out before reviewing the applications. For example, the ad requires "teaching experience" without further definition. The committee needs to describe the skill set and scope that term is meant to capture, rather than the jobs that might suffice.
3. All members of the committee must use the same standards to evaluate the applicants. Again, decide before looking at the applications, as that helps to insulate the committee from charges of bias or favoritism.
4. Members of the committee should disclose to each other if they know any of the applicants in the pool and how they know of them, or about them. If a member feels that he or she cannot be objective about a candidate, he or she should recuse him or herself from the committee.
5. Master file: The search chair should maintain clean originals and make copies for the committee members. There must be no notes or writing of any kind on the original materials.
6. By state and federal law, the official, or master, search file must be maintained in a secure and accessible location for a minimum of 3 years. The Office of Diversity & Equity maintains the AA search file, but the official (or master) file, containing all application materials from all applicants (whether or not qualified) should be maintained by the hiring department chair.

7. The search chair should contemporaneously document all of committee's decisions, including standards to be applied and the committee's action for each applicant which will become part of the master file. Only committee decisions should be recorded on the minutes. Internal discussions or procedural matters should not be kept in record.

II. AAP-2: Affirmative Action search plan

1. The committee should develop an advertisement that is specific but inclusive. Note that you must evaluate all applicants by comparing their qualifications to those listed in your ad. Your evaluation should be thorough and fair, treating all applicants equally.
2. The advertisement is not a job description. It contains a list of minimal and preferred qualifications necessary to do the job. Remember, any applicant with all the minimal qualification should be, in theory, able to perform the job.
3. Weight carefully the minimal qualifications, and be inclusive. Try not to include qualifications that will unnecessarily exclude potential qualified applicants. For example, if you say "5 years experience" as a minimal qualification, think: why five? Is this really the minimum necessary? Would four do just as well, but broaden my pool?
4. For the most part, the preferred qualifications will differentiate the minimally qualified from your finalists. List qualifications that is specific and objective.
5. Recruitment is the most important tool we have to increase diversity. Make sure to include AT LEAST two sources of advertisements that are specifically targeted to historically underrepresented groups in the position's field. Also, include proactive recruitment measures as part of your plan.
6. Once the advertisement is completed and approved by the committee and relevant supervisors, Human Resources will post your ad in one major advertisement source. Other sources must be paid and placed by the department, the dean's office or the academic division. The bargaining units' minority recruitment committees may have available funds for advertisement and recruitment. The Office of Diversity & Equity DOES NOT have any available funds for advertisement.

III. AAP-3: The advertisement has yielded a pool of applicants that the committee needs to review, comparing the applicants' qualifications to those specified in the advertisement.

1. When completing this form, the members must articulate their reasons for voting each individual applicant into the categories and must challenge those reasons that appear unsupported.

2. Pre-Screening-all or none within each category. Applicants within a category must be treated the same. For example, if one is called about missing materials, all must be called who are similarly situated.
3. Each applicant must have a reason-factual and not conclusory, based on the job ad-for why she or he is placed in a category.
4. The **Not Qualified** category is intended for those applicants who do not meet the required elements of the job qualifications. Failure of an applicant to meet any one of the required qualifications should result in placement in the Not Qualified category unless, on the judgment of the committee, the applicant possesses substantially comparable qualifications. The minimum requirement that the applicant has not met should be stated under the Reason column. Letters may be sent to those applicants once the AAP-3 is fully signed.
5. The **Minimally Qualified** category lists those applicants who meet all the minimum requirements, but, based on the paper review and on the judgment of the committee, are not the preferred candidates to be considered finalists. State the factual reasons for placement in the Minimally Qualified category based on the ad and the standards the committee set in advance. For example, if the preference is for someone who has supervised students in field placements and the applicant has no such experience.
6. Then separate the **Finalists** from the Minimally Qualified-apply the standards the committee set-the committee is to work towards speaking with one voice, either unanimously or consensus, at the end. Special attention should be placed on Affirmative Action target candidates.
7. This is a paper review process for the most part. If an applicant is known to the committee (e.g., because of serving a special appointment or other University employment), that information should have limited effect -in other words, if he or she is minimally qualified based on the paper review, but the committee would like to interview him/her based on personal knowledge of the applicant, the person still should go into minimally qualified and not the finalist category.
8. Is the pool the size expected? If not, why not? What should be done to increase the size of the pool? Is there a qualification that acts to exclude otherwise qualified applicants? It is permissible to re-advertise and extend a search if the committee feels it is necessary to attain a larger and more diverse pool of applicants.
9. Is the pool apparently diverse in gender? Race/Ethnicity? If not, why? What else can be done to diversify the pool? The Priority Target for this search is _____. The Office of Diversity & Equity will provide demographic information to the committee when the AAP-3 is submitted about the candidate.
10. Do not interview anyone until this form is completely approved. The Office of Diversity & Equity might reject an AAP3 form if the pool of finalists does not include an applicant from the target group.

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APPENDIX B

SAMPLE LETTERS

[This is suggested language that should be personalized as appropriate for the search]

Letter to a candidate who is not qualified or is minimally qualified and will not be granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central CT State University. I apologize for the length of time you have had to wait for some communication from us.

The Search Committee received over _____ applications and carefully reviewed all of the materials received from the candidates.

After due consideration of your credentials, we have identified other candidates whose

"experience and qualifications more closely match our needs" OR

"whose experience and qualifications more closely match the requirements listed in the job advertisement."

Letter to candidate in the highly qualified pool but is not granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of _____ at Central Connecticut State University.

At this time, we have decided not to invite you for an interview. However, we are continuing the search and your candidacy will remain under consideration. If you no longer wish to be considered, kindly e-mail _____ and we will remove your name from consideration.

Letter to confirm a scheduled interview with a finalist

Dear Dr./Mr./Ms:

This letter is to confirm your scheduled interview for the position of _____ (job title) at Central Connecticut State University.

The interview is scheduled for _____ (day, date) at _____ (time) in _____ (building, room number). Directions and parking instructions are enclosed.

We look forward to meeting with you. In the meantime, if you have any questions, please feel free to call _____ at _____ (phone number).

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IV. Interviews:

1. Read through the "Hiring and Search Manual" before beginning to interview. Stop interviewees from offering information we don't want to know. Frame your questions carefully.
2. All interviewees are asked the same basic questions.
3. The search committee members must agree ahead of time on the criteria used and the weight to be given to each question.
4. If you didn't sit through all the interviews, your ability to vote for candidates is limited. With their consent, candidates might be video or audio recorded, and the recordings shared with members of the committee.
5. At the end of the interviews, the committee now has considerable objective and subjective information. Articulate the committee's decisions for each interviewee. Be factual, weigh the relative strengths and weaknesses of each.
6. Put those decisions into a memo to the hiring manager.

V. AAP-4:

1. Fill out the unranked candidate's names only.
2. Attach the memo to the hiring manager.
3. Do not make any conditional offers to candidates until this form has been fully signed.
4. If the hiring manager asks the committee to make a conditional offer to a candidate, document all conversation with the candidate, contemporaneously, and file them in the master search file.
5. Be very clear that the offer is conditional upon the results of a background check and final approval of the President, and put that in writing.

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Letter to a candidate who was phone interviewed but will not be invited to campus

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the Search Committee's decision not to invite you for a campus interview for the position of _____.

Narrowing down the field is never an easy task, and it was made even more difficult by the caliber of the candidates. We enjoyed the opportunity to talk with you.

We appreciate your patience with the search process. On behalf of the entire Search Committee, thank you for your interest in CCSU.

Letter to a candidate who was interviewed but will not be hired (after being informed by telephone)

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the _____ position.

The Search Committee thoroughly enjoyed meeting with you. As you know, we had over _____ applicants for the position, and we interviewed only _____ candidates.

We hope that your passion for _____ remains high, and that your career, whatever path it takes, is fulfilling and rewarding.

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APPENDIX C

AMERICANS WITH DISABILITIES ACT (ADA) POLICY AND PROCEDURES

CONNECTICUT STATE UNIVERSITY SYSTEM POLICY REGARDING PERSONS WITH DISABILITIES

The Board of Trustees for the Connecticut State University System affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits the Connecticut State University System (CSU) to achieve equal employment opportunity and full participation for employees with disabilities. It is the Board's policy that no qualified person be excluded from consideration for employment, participation in any university or System Office program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from CSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities, and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the Rehabilitation Act of 1973 including the section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statutes and State Executive Orders 18, 11, and 9.

The ADA requires reasonable accommodation in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. CSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, each university's regular services and programs. In keeping with CSU's commitment to equal employment opportunity, each university will make reasonable accommodation for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the university or System Office Affirmative Action Officer to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of university and System Office departments, offices, and personnel. Each university and the System Office shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

The Connecticut State University System regarding Persons with Disabilities shall be made available to all employees and shall be posted prominently in meeting rooms used for university and related business meetings and on bulletin boards located in common areas which are readily accessible, on a daily basis, to Connecticut State University System employees and visitors.

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities who are employees or applicants unless to do so would cause an "undue hardship." The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a disabled employee to enjoy equal employment opportunities. The University must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual's functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the University may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the University to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the "Reasonable Accommodation Request Form," and the "Health Care Provider Release Form." When deemed necessary by the University, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them directly to the University's ADA Coordinator: Rosa Rodriguez, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0178, rodriguez@ccsu.edu.

The request for accommodation should include current documentation from a health care provider (if required by the University) that:

- States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such impairment, or is regarded as having such impairment.
- Explains the functional limitations the employee has as a result of their disability as it relates to the job duties.
- Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

2. Essential Job Function Analysis Conducted by the University and Determination of the Request For Reasonable Accommodation

The ADA Coordinator will contact the Department or Unit and conduct an essential job function analysis. The University retains the right to establish the essential job functions of the position for which a request for accommodation has been made.

After the above information has been received, the following steps will be taken:

- A review by a University-designated health professional may be required to substantiate that the employee has a disability and needs a reasonable accommodation.
- If appropriate, a meeting may be held with the employee, ADA Coordinator, and management personnel from the department to discuss the employee's limitations as they relate to the essential functions of the job and to discuss various options in regard to accommodating the employee.

- The University Administration retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preferences of the employee or applicant.

Any questions regarding this process should be directed to the University's ADA Coordinator.

[References: 42 U.S.C. §12101 et seq.; 29 C.F.R. § 1630.9]

Complaint Procedure

For complaints of alleged violations of the Americans with Disabilities Act, employees should refer to the CCSU internal complaint procedure established through the Office of Diversity & Equity at <http://www.ccsu.edu/AffAction/complaints.html>

CONFIDENTIAL REASONABLE ACCOMMODATION REQUEST FORM

To be completed by employee or job applicant requesting an accommodation. Send to:

Rosa Rodriguez, Chief Diversity Officer, Office of Diversity & Equity, Davidson Hall, Room 102, 1615 Stanley Street, New Britain, CT 06050

This form must be used by university employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the University does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the University in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form must be maintained separately from the employee's personnel file and is a confidential document.

Fill out all sections that apply to you.

Name: _____ Date of Request: _____

Job Title/Classification: _____ Phone #: _____

Manager's Name: _____ Phone #: _____

Department/Unit: _____

If you're a job applicant, for what position are you applying? _____

1. Identify the physical and/or mental impairment(s) for which you are requesting an accommodation and expected prognosis/duration of the impairment(s).
2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential function(s) of the job/job applying for.
3. List the accommodation(s) you are requesting.
4. Medical verification of impairment from my physician or health care provider (check the appropriate box):

I have enclosed the documentation for this request.

The disability and the need for reasonable accommodation is obvious and no medical documentation is needed. Explain:

I, _____, give Central Connecticut State University permission to explore coverage and reasonable accommodations under the Americans with Disabilities Act of 1990, and all applicable State and Federal laws. I understand that all information obtained during this process will be maintained and used in accordance with the ADA, including its confidentiality requirements.

Signature of Requestor Date

To Be Completed By the ADA Coordinator

Accommodation Request is: Approved ____ Denied ____ Modified ____ (Explain below)

Comments: _____

Signature of ADA Coordinator Date

Reviewed by: _____ Date: _____

Revised October 2008

HEALTH CARE PROVIDER RELEASE FORM

I, _____, (employee/applicant), give Central Connecticut

State University permission to contact _____ (healthcare provider). I understand the reason for this contact is to advise the University about my functional abilities and limitations in relation to my job functions. I understand that the University will provide _____ (healthcare provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

Employee/Applicant Signature Date

Revised October 2008

**APPENDIX D
SAMPLE INTERVIEW QUESTIONS**

QUESTIONS APPROPRIATE FOR TEACHING FACULTY INTERVIEWS

Describe the significance of your current research and how it fits into your long term research agenda.

How would you teach a broad introductory survey course taken by majors and Gen Ed students alike?

What books would you assign to your courses and why?

How do you engage students, particularly in a course for non-majors?

In your opinion, what are the attributes of a good instructor?

How do you adjust your teaching style to the less motivated or under-prepared student?

How does this position fit into your overall career goals?

BEHAVIORAL INTERVIEW QUESTIONS

What is Behavioral Interviewing?

Behavioral Interviewing helps interviewers discover how a candidate thinks and reacts in specific employment situations. The concept of Behavioral Interviewing is based on the idea that past performance is a predictor of future success.

Traditional interviewing asks typical questions such as: "What are your strengths and weaknesses?" or "What do you expect from an employer?"

In Behavioral Interviewing, desired skills and traits are determined and then questions are framed to determine whether the person's past experience and decision making skills match the organization's goals. In Behavioral Interviewing, questions are more probing in nature.

Examples of Behavioral Interview Questions

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- Describe a stressful situation at work and how you handled it.
- Tell me about how you worked effectively under pressure.

- How do you handle a challenge?
- Have you been in a situation where you didn't have enough work to do?
- Have you ever made a mistake? How did you handle it?
- Describe a decision you made that was unpopular and how you handled implementing it.
- Did you ever make a risky decision? Why? How did you handle it?
- Did you ever postpone making a decision? Why?
- Have you ever dealt with company policy you weren't in agreement with? How?
- Have you gone above and beyond the call of duty? If so, how?
- When you worked on multiple projects how did you prioritize?
- How did you handle meeting a tight deadline?
- Give an example of how you set goals and achieve them.
- Did you ever not meet your goals? Why?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Give an example of how you worked on team.
- Have you handled a difficult situation with a co-worker? How?
- What do you do if you disagree with a co-worker?
- Share an example of how you were able to motivate employees or co-workers.
- Do you listen? Give an example of when you did or when you didn't listen.
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?
- What do you do if you disagree with your boss?

Miscellaneous Interview Questions

Reprinted by permission of Henderson Training, Inc.

- If I were to ask your last supervisor, what would he/she tell me about your attendance?
- Tell me about a time when you organized and implemented a new work system, process or procedure. What was the outcome? What was your role?
- When has an organizational change made the work you had been doing irrelevant?
- Describe the toughest work transition you ever had to make. What made it so difficult? What was the outcome?
- When did you take an idea from beginning to end?
- Think of a time when you had to change something significant in your work environment? What happened?
- Tell me about a time when someone misunderstood a memo or email message you wrote.
- Describe an example of poor communication from a co-worker, boss or peer. How did you respond to it?
- Tell me about a time when you were speaking in front of a group and realized they weren't "getting it". Give me a recent example of how you communicated to others an idea that was well-received and implemented.
- Tell me about an experience where you had to speak up and share an opinion with others that was contrary to the majority view.

- What was the most difficult presentation you ever made?
- Does writing come easily to you? What types of communication are easiest to compose? Hardest? Why?
- Are you better at verbal or written communication? Why?
- Tell me how you ran your last meeting.
- When was the last time you got angry and showed your temper too quickly at work? How did it turn out?
- Give me an example of a recent time when you were confronted with an extremely stressful work situation. How did you handle it?
- Describe the last time you felt forced to comply with a decision made at work with which you did not agree.
- Tell me about a recent time when you co-workers or subordinates would say you were stressed or frustrated.
- When was the last time your supervisor praised you for handling a very stressful situation well?
- In your last job, when did you feel pressured? Why? What caused the pressure?
- Give me an example of when you had to work harder than normal to complete a task.
- What was a recent business conflict you had with someone at work? What were the results?
- What types of disagreements are you able to handle easily? Which are the most difficult? Please provide examples.
- Give me an example of a time when you took too long to deal with a conflict.
- When have you had to confront someone at work?
- What's an example of a disagreement that did not get resolved?
- What situations get you angry or irritated?
- Talk to me about your daily, weekly and monthly goals/deadlines and how your performance is measured.
- Tell me about a frustrating task or project that didn't turn out the way you wanted.
- What are you proud of accomplishing? What impact did it have?
- What's an example of an error or mistake you have made on the job?
- Describe two challenging goals you set for yourself in the past year. What were they and what was the outcome?
- Describe some tactics you have used to ensure you meet your goals.
- When have you failed to reach a goal?
- Tell me about the most challenging task or project you've had.
- Tell me about a deliverable you were responsible for providing that exceeded expectations.
- What do you like about your work? What rewards does it give you? Why did you choose this field?
- Tell me about your ideal work situation or career.
- What do you like least about your work? Why?
- What type of manager do you need to get the most out of your potential?
- If I were to read your most recent performance appraisal, what would it tell me?
- Thinking about this job, what do you believe would be most challenging aspects for you?
- Think of a time when you were asked to do or prepare something you knew little about. What did you do to ensure your deliverable was acceptable?
- Describe a time when you saw a superior or peer treat someone in a manner that you considered inappropriate. What did you do?
- Tell me about a time when everyone in a group was saying, "It can't be done", and you showed them a way it could be done.
- Tell me about a time when your willingness to take control of something worked really well.
- When have you passed up a job or assignment because you weren't confident enough in your ability?

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- Describe a situation where you tried your best and failed.
- What's the riskiest career change you've made? Why did you make it?
- What ideas have you sold to your own management? Why? What happened?
- Tell me about a time when you kept a confidence even though it cost you. What happened?
- Describe a time when you "walked your talk" at work. What was the situation?
- As a manager, tell me about a time when you had to present material you did not support.
- When did someone entrust you with a work confidence? Why do you think you were selected for this confidence?
- Tell me how you gain others' confidence and respect.
- When has disclosing a piece of information backfired on you?
- When have you felt it proper or necessary to circumvent company policy to make a sale?
- How have your relationships with peers improved or eroded over the years?
- Tell me about a time when your interpersonal skills were to the toughest test.
- Describe a situation where you had to change your interpersonal style because it wasn't working.
- How much of your success is due to your interpersonal skills?
- Has political savvy ever failed you?
- Describe the type of relationship you had with other key departments at your previous employer.
- When have "politics" affected your job?
- What are some "unwritten rules" for behavior at your last company?
- Tell me about a time when you felt it necessary to get assertive to get what you deserved or needed from management.
- Tell me about a time when you anticipated a political problem in advance.
- When was the last time a peer called up you because of your technical skills and level of expertise?
- How have you prepared yourself to stay abreast of technical developments in your field?
- How do you stay current on trends in the marketplace? The competition? Legislative regulations pertaining to the operation of business?
- During the last year, what have you not been able to do because you lacked the needed skill?
- Tell me about a time when you enhanced the performance of your business unit through the application of your specialized skills and technical expertise.
- When have you effectively put your technical expertise to use to solve a business problem?
- What do you want to know more about?
- What additional skills do you wish you had?
- Describe a negotiation you conducted.
- Describe a situation when you have brought two reluctant groups together.
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about your most over-budget project?
- Tell me about a time when you weren't able to say "no" to a request and got overloaded.
- Walk me through how you prioritize.
- Tell me about an experience you've had where scheduling your workload exceeded the amount of time you had available. What happened?
- What did you do to prepare for this interview?

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- Tell me about a situation when your schedule was interrupted unexpectedly. What did you do to overcome them?
- How do you need from an organization to support your success? Please be specific.
- How do you get started on a typical day? What do you do from there?
- How do you stay on top of your paperwork and email responsibilities?
- What is a current challenge you face with managing your time and priorities? How have you attempted to overcome it?
- Describe a time when you prepared a large budget. Were you able to meet it? What were the variances? How did it need to be altered?
- When have you underestimated resources required for a project or task?
- Give me an example of a time when you analyzed a situation to prevent additional problems.
- Tell me about a persistent issue that you resolved. What steps did you take to solve it?
- Describe a time when solving a problem poorly impacted the overall performance of your business unit.
- Tell me about a new idea you proposed to someone recently. What was the idea? What prompted it? Was it implemented?
- Think of a time when there was not a set precedent to help you solve a problem. How did you handle this situation? What was the outcome?
- Tell me about a time when you were given a task/project and asked to complete it with little guidance or structure.
- Tell me when you had to make a decision in less time than you thought was right.
- When has untimely decision-making ever figured in a failure, struggle or setback you have had?
- What was the most difficult decision you had to make at your present position? Why? What other possible solutions were there?
- Give me an everyday problem you had at your last job. How did you solve it?
- Why are you leaving your current employer? How did you reach this decision?
- What problems have you discovered at your current or previous company? What types of solutions have you recommended?
- When did you have to make an unpopular decision?
- Compare sales managers for whom you've worked. Which one organized your job (territory, customers, etc.) best? Which one was the best to work for? Why?
- What sales situations have challenged you the most? The least?
- Tell me about the most significant accomplishment in your department in the last year. To whom does the credit belong?
- Describe a situation when your attempt to motivate or influence a person/group was rejected.
- Tell me about a time when you became too "hands-on" and had to let go to allow the team to do more.
- When have you started up a new team?
- When have you worked on a team where others had more expertise/experience than you?
- How have you worked with team members who have very different levels of competence?
- Would you rather work on a team or on your own? Why?
- Give me an example of a problem you faced on the job, and tell me how you solved it.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
- Give me an example of when you had to show good leadership.
- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.

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- Describe a decision you made that was unpopular and how you handled implementing it.
- Have you gone above and beyond the call of duty? If so, how?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Have you handled a difficult situation with a co-worker? How?
- Tell me about how you worked effectively under pressure.

Traditional Interview Questions

- How would you describe yourself?
- Tell me about your experience.
- Can you share some specific information about your past work history and what skills you used frequently in your previous positions?
- What skills do you bring to this position?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- What do you see yourself doing five years from now?
- Why did you choose this career?
- Can you explain gaps in your employment history?
- How well do you work with people? Do you prefer working alone or in teams?
- How would you evaluate your ability to deal with conflict?
- How would your co-workers describe you?
- What is the best job you've ever had and why?
- What qualifications do you have that make you uniquely qualified for this position?
- In what ways do you think you can make a contribution to this University?
- What leadership attributes do you have?
- What two or three accomplishments have given you the most satisfaction? Why?
- Do you have plans for continued study?
- How well do you adapt to new situations and change?
- What interests you about working at the University?
- How do you personally define success?
- What motivates you professionally?
- Why should I hire you?
- Describe a situation in which you were successful.
- What are your greatest strengths and weaknesses?
- Who influenced you the most in your life and why?
- Are you willing to relocate?
- Are you willing to travel?

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**APPENDIX E
ILLEGAL INTERVIEW QUESTIONS**

REGARDING NATIONALITY

Do not ask:

- o Are you a U.S. citizen?
- o Where were you (or your parents) born?

BUT... YOU CAN ASK:

- o Are you authorized to work in the United States?
- o What languages can you read, speak, or write fluently?

REGARDING AGE

Do not ask:

- o How old are you?
- o When did you graduate from college?
- o You're making a career change at this age?
- o How old are your grandchildren?

BUT... YOU CAN ASK:

- o Are you over the age of 18?

REGARDING MARITAL STATUS AND FAMILY

Do not ask:

- o What is your marital status?
- o Would your husband (wife) be willing to relocate if you get this job?
- o How do you handle all your responsibilities as a single parent?
- o Do you have plans to have a family?
- o How many children do you have?
- o Do you have child care arrangements?
- o What does your spouse do?

BUT... YOU CAN ASK:

- o Would you be willing to relocate if necessary? Travel is an important part of this job.
- o This job requires overtime occasionally. Would you be able and willing to work overtime if necessary?

REGARDING AFFILIATIONS

Do not ask:

- o To what clubs or social organizations do you belong? (This could be interpreted as an attempt to determine national origin or religion)
- o From your resume, I noticed that you are actively involved in your church. Would it be a problem for you to work on Sundays?

BUT... YOU CAN ASK:

- o Do you belong to any professional or trade groups or other organizations that you consider helpful in your ability to perform this job?

REGARDING PERSONAL DATA

Do not ask:

- o How tall are you?
- o How much do you weigh?

BUT... YOU CAN ASK:

- o This job requires that you lift a 50-pound weight and carry it 100 yards. Can you do that?

REGARDING FINANCES:

Do not ask:

- o Do you own your own home?
- o Do you have any credit card debt?

REGARDING DISABILITY

Do not ask:

- o Do you have any disabilities?

BUT... YOU CAN ASK:

- o Are you able to perform the essential functions of this job with or without reasonable accommodations?

REGARDING MILITARY SERVICE

Do not ask:

- o If you've been in the military, were you honorably discharged?

BUT... YOU CAN ASK:

- o What type of training and education did you receive in the military?

Examples taken from USA Today, 1/29/01 *Illegal Interview Questions*

APPENDIX F

**AAUP EMERGENCY APPOINTMENT
CENTRAL CONNECTICUT STATE UNIVERSITY
(Pursuant to Article 4.8.2 (C) of AAUP Contract)
A copy of the approved AAP I form must be attached to this form when submitted.**

SEARCH # _____ FCN _____
1. DEPARTMENT _____ TITLE _____
2. DESCRIPTION OF DUTIES AND RESPONSIBILITIES: _____

4. POSITION VACATED BY: _____ DATE _____ NEW POSITION _____

THE CANDIDATE SHALL NOT BE OFFERED THE POSITION UNTIL THIS FORM AS BEEN RETURNED TO THE DEPARTMENT WITH ALL REQUIRED SIGNATURES . IF THE CANDIDATE IS A NEW EMPLOYEE, PLEASE ATTACH A COPY OF CANDIDATE'S RESUME AND OFFICIAL TRANSCRIPTS. IN ADDITION, ALL NEW EMPLOYEES MUST FILL OUT A BACKGROUND INVESTIGATION CONSENT FORM (FACULTY) AND THE CCSU EMPLOYMENT APPLICATION, WHICH CAN BE FOUND AT <http://www.ccsu.edu/HumanResources/formindex.html>

NAME OF CANDIDATE _____ PROPOSED RANK _____
START DATE _____ END DATE _____ F/T SALARY _____ P/T SALARY _____ RACE/GENDER _____
W = White B = Black H = Hispanic O = Other U = Unknown

Special terms or conditions:

This form should be routed to Human Resources after all signatures are affixed. Human Resources will prepare the letter of appointment.

1. _____ 3. _____
DEPARTMENT/UNIT HEAD DATE PROVOST/EXECUTIVE OFFICER DATE
2. _____
DEAN/DIRECTOR DATE

APPENDIX G

University Assistant Appointment
Fiscal Year 2015 - 2016

Renewal _____ New Appointment _____

CCSU BANNER ID# _____

Name: _____
Last First MI

Address: _____
Street City State Zip Code

Telephone #: (____) _____

Department: _____ Supervisor: _____

Alternate: _____

Duties: _____

Please use either # 1 or 2. 1. If working full fiscal year 2. If working partial fiscal year

Approver: _____ Start Date 06/26/2015 Start Date ____/____/____

Position #: _____ End Date 06/23/2016 End Date ____/____/____

Banner Index: _____ Total Weeks: 32 Total Weeks: _____

Total Salary for 2015-16 Employment Period:
\$ _____ (rate/hour) x _____ (hours/week) * x _____ (total weeks) = \$ _____

*The number of hours assigned and worked by the University Assistant may not exceed an average of 19 hours per week for the term of the employment. Hours worked may not exceed 40 hours per pay week.

Recommended by _____ (Supervisor) Date _____

Approved by _____ (Dean, Director, etc.) Date _____

Approved by _____ (Executive Officer) Date _____

Approved by _____ (Grants-for ALL Grants) Date _____

New appointments ONLY:
(To be filled in after appointment is approved) Date of Birth ____/____/____ Race _____ Sex M/F

For Human Resources Use Only
Citizen Y/N W-4 _____ CT-W-4 _____ Ethics/Violence Prevention Policy _____
If No - VISA or PRA 1-9 _____ BGRD _____ Employee # _____

APPENDIX H-A

DUAL EMPLOYMENT FORM
For Multiple Teaching Assignments within CT State Higher Education



State of Connecticut Human Resources
Dual Employment Request Form
For Multiple Teaching Assignments within CT State Higher Education

Form #: CT-HR-15A
Revision Date: 02/2015

Instructions: This form is to be used only when the dual employment involves two or more assignments within either: (1) Higher and/or (2) Lower Career Rank Levels of the Board of Regents including Long Termcare, Community College and/or Career College (except for assignments that are FLSA Exempt) and the principal duties of each assignment related to teaching, La., Faculty, Assistant or Associate Professor, or FLSA Exempt positions, in order of their rank in ascending order. A Form CT-HR-25 must be completed and submitted to the Department of Administrative Services for approval when these conditions are not met. (See General Letter 2014 for provisions and specific implementation provisions to Dual Employment.)

Name of Employer _____ Employee ID# _____ Faculty/Staff? _____

List the multiple employment titles, work locations, dates of the assignment and work schedules for locations of teaching or other courses being by Core CT State Teachers. If there is no Section 1 for other reason, see, (attach) then leave that particular row blank.

Core CT Rank #	Institution/Department	Job Title	Course	Start/End Date (M, m, day)
0				
1				
2				
3				
4				
5				

Core CT Rank #	Course/Location	Duties	Priority	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
0	Start Time								
0	End Time								
1	Start Time								
1	End Time								
2	Start Time								
2	End Time								
3	Start Time								
3	End Time								
4	Start Time								
4	End Time								
5	Start Time								
5	End Time								

APPENDIX H-B

DUAL EMPLOYMENT FORM



State of Connecticut Human Resources
Dual Employment Request Form

Form #: CT-HR-25 (rev. 07/08/14)
Rev. Date: 5/2014

Instructions: The Secondary Agency follows a Dual Employment Request when hiring a current State of CT employee into a Secondary assignment. The Secondary Agency makes a copy of this form to a supervisor and forwards the original form to the Primary Agency. (See General Letter 2014 for secondary and specific implementation provisions to Dual Employment.)

IMPORTANT

- A fully executed Form CT-HR-25 must be on file prior to an employee commencing employment in a Secondary assignment.
- Effective 07/01/2013, any dual employment arrangement that results in the secondary pay overpayment shall be approved in advance by the Commissioner of Administrative Services in accordance with CGS §3-205a as amended by Public Act 13-247.
- Once approved, both agencies must keep a copy of the fully executed Form CT-HR-25 on file.
- The Secondary Agency must initiate an evaluation in this form every six (6) calendar months when an assignment exceeds six (6) months or when the assignment or the teacher changes, whichever occurs first.

Section One: Secondary Agency completes this section

Today's Date: ____/____/____

Assignment Anticipated to Begin: ____/____/____ A End: ____/____/____ (not to exceed 6 months)

Secondary Agency/College/University: _____ Faculty, If Any: _____

Name of Employee under consideration for Secondary Assignment: _____

Employee ID of Employee under consideration for Secondary Assignment: _____

City/State of Secondary Agency/Facility	City/State of Primary Agency/Facility or Telecommuting Location, If Applicable	This information is required to determine the feasibility of an employee traveling from/to the Primary Assignment or when a Telecommuting Arrangement exists.
_____	_____	_____

Official Title of Secondary Position: _____ Duties to be performed in Secondary Position: _____

Is there a potential for a Conflict of Interest? (You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)

Yes _____ No _____

Describe the potential for Conflict(s):
FLSA Status of Secondary Position: _____ Exempt (18 Overline) _____ Non-Exempt (Overline of 0/3/6)

Work Schedule: Indicate the scheduled days the employee is expected to work and the start/end times for each day. Specify all hours for teaching, grading and preparation work for part-time Lecturer positions.

Day of Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Time In:							
Time Out:							

* For the purpose of Dual Employment, the term "agency" means any state entity in the Executive Branch, including colleges and universities. General Letter 2014 also applies to the Legislative and Judicial Branches of government when one of the assignments involves an employee who is employed with (or anticipated to become an employee of) the Executive Branch.

** The US Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.

EMPLOYEE ACKNOWLEDGEMENT

The employee must read and sign the following acknowledgment:
I understand this multiple employment assignment is approved and _____ (employee or employer) will not change terms to change to assign work schedule, job duties, job title, or any of the assignment. There is no non-conflict between assignment or duplication of hours involved in any of the assignments on this form. I understand I must submit the information presented on this Form CT-HR-25 (rev) to the Department of Administrative Services for approval when these conditions are not met. (See General Letter 2014 for provisions and specific implementation provisions to Dual Employment.)
I acknowledge I am not a party to a Personal Services Agreement (PSA) with any state higher education institution or state agency and will not accept a PSA during the term of the multiple assignments contained on this form.
I understand I am not eligible for services in all assignments based on FLSA Exempt.
I have reviewed the State Ethics Policy and certify no conflict of interest exist.

Print Employee's Name _____ Employee's Signature _____ Date _____

EMPLOYING INSTITUTIONS' CERTIFICATION

Signatures below certify all conditions under C.G.S. Sec. 5-306a are met. A fully executed copy of Form CT-HR-25 must be retained by all signing institutions for 60 days post-employment.
I certify that the assignment specified above was FLSA Exempt, the primary duty of the assignment is related to teaching, and that the hours worked in all assignments have been entered in payroll's duplicate payment. If for any reason there is a change in the hours and/or days of work indicated, or if there is a change in the employee's job title, a new Form CT-HR-25 with the updated information will be completed promptly and retained for one year. I further certify no conflict(s) of interest exist between the assignments listed.

Recommended Approval

Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date
Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date
Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date
Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date
Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date
Yes/No	Signature	Signature of Agency Head OR Designate	Official Job Title	Date

**The US Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.
***The Form CT-HR-25 must be completed within the employee's regular assignment.

Section Two: Secondary Agency retains a copy of the form and routes it to the Primary Agency AND any other employing State Agency.

Form CT-HR-25 sent to:
Current Employing Agency/Agency (Include Facility, if appropriate)
1) Enabled to: Date:
2) Enabled to: Date:

Notes: This form must be completed and fully executed by each agency when an employee is ACTIVELY employed by one or more state agencies. Following completion of a Secondary Assignment, the employee's record is to be terminated in CoreCT.

Section Three: Person at Secondary Agency who initiated the Dual Employment Request completes this section.

Name: Official Job Title: Email Address/Phone (include area code):

Section Four: If Primary Agency determines the Secondary Assignment may be CONSIDERED then the Primary Agency completes, retains a copy, and returns form to the Secondary Agency for documentation of FLSA implications (Overtimes).

Official Title of Employee (Primary Job): Major Duties performed in Primary Position:

Is there a potential for a Conflict of Interest? (You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)

Indicate the potential for Overtime: FLSA Status of Secondary Position: Exempt (No Overtime) Non-Exempt (Overtime-eligible)

City/State of Primary Agency/Facility or Telecommuting Location, if applicable: City/State of Secondary Agency/Facility: This information is required to determine the feasibility of an employee traveling from/to the Primary Assignment or when a Telecommuting Arrangement exists.

Work Schedule (Indicate the scheduled the employee is expected to be available for work and start/end times for each day):

Table with columns: Day of Week, Mondays, Tuesdays, Wednesdays, Thursdays, Fridays, Saturdays, Sundays. Rows: Time In, Time Out.

All hours for actual teaching and preparation hours are to be shown above.

Form CT-HR-25 sent via Email to: Date:

Section Five: Secondary Agency completes and routes to the Primary Agency AND any other employing State Agency.

The Secondary Agency must verify the following information before completing a Dual Employment Request: Employee is not on a Personal Services Agreement (PSA) with any state agency including other branches of State Government, Universities and Colleges.

Comparison of hours has been conducted and no duplication of work hours exists. Note: Employees may not use accrued or earned leave time in one agency to travel to or work during the same period of time for another agency.

Description of duties provided by Primary Agency has been reviewed.
Flights following review:
Similarity of duties exist; communication with Primary agency has occurred
No similarity of duties exist

Ethics Liaison has determined no conflict of interest exists.
Primary position FLSA: Anticipated # of Hours per Week: Exempt Non-Exempt
Secondary position FLSA: Anticipated # of Hours per Week: Exempt Non-Exempt

FLSA Status must ALWAYS be considered. DAS approval is required when either position is Non-Exempt. This chart is intended to serve as a guide when determining whether the employee is eligible for Overtime payment:

Table with 3 columns: If the FLSA Status of Primary Job is, If the FLSA Status of Secondary Job is, Then the following Applies. Rows: Exempt, Non-Exempt, Exempt, Non-Exempt, Exempt, Non-Exempt.

If both jobs are Exempt, Secondary Agency completes and routes to Primary Agency. I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Secondary Agency are documented accordingly and have been reviewed to preclude duplicate payment.

If both jobs are Exempt, Primary Agency completes, retains a copy and routes to Secondary Agency. I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Primary Agency are documented accordingly and have been reviewed to preclude duplicate payment.

Recommended Approval: Yes No Signature of Agency Head/HR Designer Official Job Title Date

If both jobs are Exempt, Primary Agency completes, retains a copy and routes to Secondary Agency. I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Primary Agency are documented accordingly and have been reviewed to preclude duplicate payment.

Stop here when both jobs are Exempt. DAS approval is NOT required. Continue when either job is Non-Exempt. DAS approval is required.

(DAS approval is also required when the request involves an employee already serving in more than one assignment.)

Section Six: Secondary Agency completes and routes to Primary Agency. Determine the Overtime Rate of Pay: In accordance with FLSA Regulations, when each position has a different rate of pay and when all hours over 40 in a week are added to Overtime, the Overtime Rate is to be based on the "weighted average" of both rates of pay.

1. (Hours paid at Primary's hourly rate) + (Hours paid at Secondary's hourly rate)
2. Divide total pay by total hours paid to get weighted average hourly rate
3. Divide the weighted average hourly rate by 1.5 (or multiply by .5) to derive the amount that must be applied to hours worked over 40 per week
4. Multiply the figure from "c" above (which is one-half of the weighted average rate) by the number of hours over 40. This is the amount of overtime pay owed the employee for the week.
Example: (25 hours x \$18.00) + (20 hours x \$10.00) = \$650
\$650 / 45 = \$14.44
\$14.44 x .5 = \$7.22
\$7.22 x 20 = \$144.40 (This is the Overtime amount owed for the week)

The base rate of pay for Overtime shall be: \$ _____ per hour
Overtime payment to be paid by Primary Agency
OR
Overtime payment to be paid by Secondary Agency
OR
Overtime payment to be paid by both agencies - by alternating this option, both/all agencies agree to contribute to pay the Overtime incurred as a result of working in the assignment associated with the specific agency.

SPECIAL NOTE: This Overtime rate reflects the employee worked the exact number of hours indicated on the Form CT-HR-25 and presumed all hours were actual hours worked in a week. If an employee works more hours or takes accrued time off during the week, the resulting rate will vary. As such, the actual Overtime rate must be re-calculated every time the employee works a different number of hours in a week.

The employer and employee must agree that overtime hours will be compensated at one and one-half times the regular rate for the overtime work performed, and this agreement must be arrived at before the performance of the overtime work. An employer's agreement is to be obtained by the Secondary agency after DAS approval has been received.

Section Six: Secondary Agency and/or Primary Agency completes. Form is returned to Secondary Agency.

Check one:
Primary agency will be responsible for overtime payment
OR
Secondary agency will be responsible for overtime payment
OR
Primary and Secondary agencies will be responsible for overtime payment as follows:

Approval recommended by Primary agency:
Yes No
Name: Title: Date:

Approval recommended by Secondary agency:
Yes No
Name: Title: Date:

DAS MUST APPROVE BEFORE THE EMPLOYEE BEGINS WORKING IN THE SECOND POSITION.

Section Seven: Secondary Agency routes to DAS Statewide Human Resources Management.

Confirmation from DAS is required if the dual employment arrangement results in the necessity to pay Overtime. DAS has reviewed this dual employment request and all materials required in accordance with General Letter 204. Based on the information provided by the Secondary and Primary Agencies, this request is:

Approved Denied Comments:

Signed: Date:
DAS Statewide HR Management Director/Designee

Section Eight: DAS HR Liaison provides the Secondary and Primary Agencies with a copy of the fully executed form.

Form CT-HR-25 sent to: (DAS Statewide HR Management unit) Primary and Secondary Agencies, as indicated below.
Primary or Secondary Agency Contact:
1) Name: Email: Date:
2) Name: Email: Date:
3) Name: Email: Date:

The Form CT-HR-25 must be available on request during post-notice by the Department of Administrative Services - Statewide Human Resources Management.

Addendum to Form CT-HR-25
Effective July 1, 2013, Section 5-208a of the Connecticut General Statutes reads:

No state employee shall be compensated for services rendered to more than one state agency during a biweekly pay period unless the appointing authority of each agency or such authority's designee certifies that the duties performed are outside the responsibility of the agency of principal employment, that the hours worked at each agency are documented and reviewed to preclude duplicate payment and that no conflict of interest exist between services performed. No state employee who holds multiple job assignments within the same state agency shall be compensated for services rendered to such agency during a biweekly pay period unless the appointing authority of such agency or his designee certifies that the duties performed are not in conflict with the employee's primary responsibility to the agency, that the hours worked on each assignment are documented and reviewed to preclude duplicate payment, and that there is no conflict of interest between the services performed. Any dual employment arrangement that results in the necessity to pay overtime shall be approved in advance by the Commissioner of Administrative Services.

The employee must read and complete the following section after DAS approval is received and before working in the assignment:

I understand this dual employment assignment is approved until (maximum six months) and is contingent upon no change in assigned work schedule, job duties, job title, or rate of pay in either position. I further understand my obligation to inform both agencies and that any such change will require a new Form CT-HR-25 and may result in a termination of assignment prior to the aforementioned date.

I understand I may be paid an (estimated) overtime rate of _____ in accordance with the above procedure. I further understand overtime while working in a dual employment assignment is based on hours actually worked.

I have reviewed the State Ethics Policy and certify no conflicts of interest exist.
Print Employee's Name: Employee's Signature: Date:

Student Worker Pay Rates and Job Classifications

	Hourly Rate
Class I Position requiring no work experience or some experience and/or training sufficient to work at semi-skilled jobs not requiring supervisory responsibility; routine tasks such as desk receptionists or jobs of short duration such as assisting at special events.	\$ 9.60
	\$10.55
	\$11.52
Class II Position requires proven skills and/or technical knowledge with capability of assuming extra responsibilities such as supervision of others, data entry, or activity supervisor.	\$10.56
	\$12.00
	\$13.44
Class III Advanced position requiring skills and knowledge acquired through prior employment or class training in the appropriate area (minimum of two years). This class usually requires supervisory responsibilities or the ability to work independently on projects requiring specialized skills.	\$12.48
	\$13.76
	\$15.04
	\$16.32

Students who participate in off campus employment programs such as work study and community services may be compensated utilizing any of the pay rates noted above.

- **Effective Dates:**
 - If the pay increase form is submitted with original appointment documents the increase will be effective upon the student's new appointment.
 - If the pay increase form is not submitted in the manner described above, the increase will be effective the next available pay period for processing.
- No retroactive adjustments are made for a previously paid payroll.
- Return form to the Business Services, Marcus White Annex 006. An effective and prompt review of requests for adjustments is dependent upon accurate and complete justification forms. Please be sure to provide all requested information to facilitate prompt action on your request.
- Any increase in wage rates will affect your student help budget. We encourage you to assess the impact on your budget to ensure that funds are not over-expended.

Rev. Effective 12/25/2015

**STUDENT WORKER
PAY INCREASE JUSTIFICATION**

Student's Name: _____
Last First MI

CCSU ID Number: _____

Position Code: _____ Proposed Pay Rate: \$ _____ / hour

Date employed as a Student Worker in your department: ____ / ____ / ____

Student Worker class of pay requested: I II III *
(Circle One)

Summary of tasks and duties assigned to the Student Worker:

*For classification requests to Class III, please provide a statement verifying that the Student Worker has had two years of training or experience relevant to the Student Worker position to be held:

Supervisor's Printed Name _____ Supervisor's Signature _____

Department _____ Extension _____ Date _____

Student Payroll Services Department Use Only

Authorized Approval Date