Contents of Addendum 1:

1) Revision of Section 2.2 Phase 1B to incorporate Ombudsman requirements
2) Questions submitted related to the subject RFP and related responses
3) Attachment F, University Ombudsman Campus Announcement

1) Section 2.2, Phase 1B of the RFP shall be deleted and replaced with the following (changes underlined) –

Phase 1B: Review of current state of the Office of the Ombudsperson, HR and ODE operations and recommend reengineering of processes as needed.

a) Gather data related to the current environment and climate, including but not limited to: reviewing applicable task force reports, audits, and other internal/external environment to develop understanding of issues that have been raised.

b) Consult with University stakeholders.

c) Examine current policies and procedures to ensure compliance with applicable state and federal laws.

d) Evaluate/document current processes including but not limited to the routing and investigation of complaints, including but not limited to investigations of reported Title IX cases, preparation of the Affirmative Action Plan submitted to CHIRO and the hiring process.

e) Document current workflow.

f) Compare existing processes and procedures to best practices, national models, including where possible benchmarks, statistics and acceptable time frames. For example, review best practice time frames/duration for core responsibilities at key milestones of each function/activity (i.e. open case to closed case), include method of tracking and reporting on status of function/activity.

g) Examine and recommend what it would take to implement a centralized, single point of entry for student, faculty and staff to communicate sexual misconduct, bullying and discrimination complaints and the organizational changes required to accomplish its implementation.
h) The Interim Chief Information Officer is leading a University group to inventory the systems we have with an eye towards identifying technology that could be used to automate work processes, tracking, monitoring, and reporting, including but not limited to a comprehensive institution-wide reporting and tracking system to facilitate and maintain the collection and dissemination of information and data as it pertains to sexual misconduct and bullying investigations. Review the materials gathered, and consider it when preparing the recommendations required in section J.

i) Review of roles and responsibilities of employees in HR and ODE, as well as the University Ombudsperson, and determine the skillset required for each one of these. The review shall assess whether the roles are clear between the functions and if reassignment of duties between the functions is recommended.

j) On or before June 1, 2019, recommend, in priority order, opportunities that will have the greatest potential impact to address the challenges associated with each function (HR, ODE & Ombudsperson) including but not limited to improving compliance, effectiveness, efficiency, compliance with applicable bargaining unit contracts, campus community trust and respect. Each recommendation shall include a high-level summary of the actions needed to implement estimated timelines and risk and estimated costs associated with the implementation.

k) Facilitate discussion with leadership and campus community regarding recommended options.

2) Questions and Answers –

1. Is there any additional historical context beyond the materials provided with the RFP that you can share, or are there other factors driving the desire to engage the services described in the RFP?

   ANSWER: The following a list of people who held the positions of Chief Human Resources Officer and Chief Diversity Officer/Title IX Officer over the past several years and their terms.

   Chief Human Resources Officer –
   Ann Alling - 07/08/05 to 06/01/12
   Louis Pisanio - 07/09/12 to 01/01/15
   Anna Susk-Lenczewski - 12/12/14 to Present

   Chief Diversity Officer/Title IX Officer –
   Thomasina Carr – retired 7/1/2007
   Ernest Marquez – (reemployed retiree) 1/4/2008 to 9/26/2008
   Moises Salinas – 8/1/2008 to 8/27/2010 (Resignation not in good standing)
   Rosa Rodriguez – 1/10/2011 until recent separation

   Addendum I/Response 1 adds the Ombudsperson responsibilities into several questions. The Ombudsperson website is located at http://www.ccsu.edu/ombudsperson/

   For additional information see Attachment F herein.
2. Can you describe the current structure and reporting relationship for both the HR and ODE organizations? Approximately how many staff members are included in HR and in ODE?

   ANSWER: See HR and ODE organization charts attached labeled Exhibit A.

3. Do you anticipate administering the climate survey to staff, faculty and students? Can you provide an estimate of the size of the total population to be surveyed?

   ANSWER: The University has approximately 10,880 students and 1,600 full and part-time employees.

4. Is the University looking for a climate survey that is reflective of standard engagement surveys and benchmarks within higher education, or do you anticipate a high degree of survey customization of questions relative to EEO, Title IX, diversity, equity and inclusion?

   ANSWER: The University wants a survey that is a national climate survey that had an emphasis on issues/challenges one would expect in EEO, Title IX, diversity, equity and inclusion

5. Phase 1B anticipates a review of key processes. Does the university anticipate detailed process mapping and reengineering as part of this phase, or a high level assessment of overall processes and identification of key processes to be mapped and reengineered as part of Phase 2? If the university anticipates detailed process mapping and reengineering as part of phase 1B, please provide an estimated number and/or a list of core processes and sub-processes to be addressed.

   ANSWER: The University is seeking process mapping as part of the scope for phase 1B. See attached for details about the core processes for HR and ODE.

6. Who will be the main sponsor(s) for this initiative, and who would our team primarily work with on this project?

   ANSWER: President Zula Toro is the main sponsor and be the person your team will primarily be working with.

3) Attachment F, University Ombudsman Campus Announcement dated February 11, 2019 with referenced faculty listserv exchange is attached here and has been added to the RFP documents for review

   All other terms, conditions and specifications in the RFP remain the same.

   END OF ADDENDUM 1
The list below represents a subset of the core functions of the Human Resources Department at Central Connecticut State University. The processes are largely transactional, and what is missing is fostering a climate conducive to a welcoming, productive, and safe environment.

- Labor Relations
  - Administration of provisions of collective bargaining contracts (unclassified and classified)
    - Wage increases
    - Longevity payments
    - Stipends
  - Administrative investigations
  - Grievance administration
  - Negotiations of labor agreements

- Employee Relations

- Provide advice, counsel, and assistance to the university's administrators and managers on proper human resource management practices.

- Compliance and Policy
  - Assist in the development, coordination, and implementation of human resources policies, practices, and programs.

- Recruitment and Retention
  - Searches and hiring
    - Background checks
  - Onboarding
    - New employee orientation

- Workforce and Organizational Planning
  - Budget/fiscal
  - Classification and compensation

- Performance Management
  - Evaluations
Office of Diversity and Equity (ODE)
Processes

- Title IX Compliance
  - Responsible for implementation of the CSCU Sexual Misconduct policy and the CCSU procedure, including the investigation of all complaints against employees
  - Serves as gatekeeper for all sexual misconduct complaints that are made to the university
  - Maintains documentation of all sexual misconduct complaints brought to the attention of the university
  - Regularly assesses and analyzes statistics related to complaints of sexual misconduct
  - Implements campus climate surveys related to sexual misconduct in the campus community
  - Coordinates mandatory sexual misconduct prevention initiatives for incoming students
  - Coordinates ongoing sexual misconduct awareness and prevention initiatives for campus community
  - Pursuant to State Law, coordinates the annual Report on Sexual Misconduct to the State of Connecticut General Assembly
  - Coordinates annual mandatory Title IX trainings for faculty and staff
  - Leads collaborative committees intended to address sexual misconduct including the Sexual Assault and Interpersonal Violence Resource Team (SART) and the Title IX Team.
  - Collaborates with the Athletic Department to ensure training compliance on NCAA policies related to sexual misconduct
  - Provides support, advocacy services and accommodations for individuals impacted by sexual misconduct in the CCSU community

- Equal Employment Opportunity and Affirmative Action
  - Develops, coordinates, evaluates, monitors, reports, and implements the Affirmative Action Plan, along with persons who have specific personnel responsibilities, and utilizes a systematic procedure for monitoring all phases of the Affirmative Action Plan on a continuing basis.
  - Writes, with appropriate consultation, any revisions of the Affirmative Action Plan and communicates them, subject to the approval by the President, to the appropriate federal or state agency or office and serves as principal contact with state and federal representatives in affirmative action reviews of the institution.
  - Initiates and maintains contact with recruiting sources and organizations serving members of protected classes, in conjunction with other members in the University community.
  - Reviews, analyzes, and evaluates all reports and statistical data pertaining to the University’s workforce for accuracy and progress made toward affirmative action goals as well as regarding the status of minorities and women.
- Coordinates the implementation of the Affirmative Action Plan by all personnel named as having specific responsibilities and assists all personnel involved in implementation of the Affirmative Action Plan through the development of written guidelines, resource files, orientation sessions, and individual advisement.
- Meets with every search committee to train on the recruitment and search process including affirmative action guidelines and goals. For both classified and unclassified searches, ODE provides the committees with written affirmative action goals.
- Mitigates any discriminatory conduct and investigates complaints of alleged discrimination.
- The Chief Diversity Officer (CDO) meets with the President and the Vice Presidents/Chief Officers to review the Affirmative Action Plan and all other issues related to affirmative action, equal opportunity and discrimination.
- The CDO leads the development and administration of diversity, sexual harassment, and Title IX trainings.
- The CDO leads the newly established Employee Advisory Council (EAC) whose responsibilities includes, but are not limited to, periodically reviewing goal achievement, developing strategies to meet affirmative action goals and diversify CCSU faculty and staff ranks, and making recommendations to ensure EEO/AA are foundations to CCSU’s processes and procedures.

- Americans with Disability Act (ADA) Compliance
  - Coordinates the University’s compliance with the non-discrimination requirements of the ADA.
  - Coordinates with staff and leadership across campus to ensure accessibility.
  - Reviews and investigates any and all complaints of discrimination based on disability made against employees.

- Programming
  - ODE staff coordinates the annual MLK, Jr., Breakfast, annual Rainbow Breakfast: (starting Fall 2019, the LGBT Center will coordinate this event with ODE’s support), and other diversity-related programming.
  - ODE provides support and funding to programming across campus.
  - Women’s Center coordinates programming and events focused on a wide variety of issues.
  - Office of Victim Advocacy coordinates two major campaigns each year: one on healthy relationships and the other on bystander intervention.
Dear Central Family,

The conversation on the faculty listserv late last week was very upsetting to me. I spent the weekend talking to some of you and reflecting on my values as a human being and as the president of this University.

As a result, I find it necessary to be perfectly clear: I do not support, nor do I condone, the comments made by University Ombudsperson Antonio Garcia-Lozada in response to those of Professor Guy Crundwell.

To Professor Crundwell and anyone else who felt the sting of the racially charged comments, I extend my sincere apologies.

We, as a community of scholars, must uphold the standards of respectful discourse. I wholeheartedly support freedom of speech and welcome differing opinions, however, the University Ombudsperson must walk a very fine line. The integrity and motives of someone in that position must be, at all times, beyond reproach.

After the Task Force on Sexual Misconduct, Bullying, and Campus Climate issued its report three weeks ago, I determined that the responsibilities of the Office of the Ombudsperson would be included in the reengineering of the Department of Human Resources and the Office of Diversity and Equity. I have moved up that timeline. Immediately, Professor Garcia-Lozada will return, full-time, to his position as a faculty member of the Department of Modern Languages. Associate Vice President for Academic Affairs Joe Paige will serve as the interim Ombudsperson.

In sharing the Task Force findings with you last month, I stated that a great deal of work was needed to ensure our campus is a welcoming, safe place for all, and I emphasized my commitment to attaining that goal. The actions I have taken today further demonstrate the depth and breadth of my resolve on this matter.

Sincerely,

Zulma R. Toro

President
From: bounce-810287-115099@listserv.ccsu.edu <bounce-810287-115099@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 11:29 PM
To: AcademicUsers (ListServ) <academicusers@listserv.ccsu.edu>
Subject: Re: To all professors who will retire soon

FYI: I've been advocating for faculty and transparency in athletics well before President Toro was hired.

I resent the insinuation that I'm somehow a racist for trying to start a dialog on campus for more faculty and for reasonable athletic spending.

I find it hard to believe that you are the University Ombudsman. The ombudsman ethics of neutrality and impartiality seem lost on you. You have assumed that I post what I post as some sort of scheme to uncemine Dr. Toro. I have been an advocate for many things well before she arrived. Your inability to see that is on your shoulders... not mine. You paint me with a brush because you, yourself, have put the paint on the palette.

You will not shame or harass me into silence by throwing insinuations at me... i work because i love my profession ...and all of us that choose to do it.

Hopefully, you'll see my ideas presented here are not your enemy. Nor am I.

From: bounce-810281-48913@listserv.ccsu.edu <bounce-810281-48913@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 10:16:12 PM
To: AcademicUsers (ListServ)
Subject: Re: To all professors who will retire soon

An emeritus is a retired college professor. When a professor stops teaching, he/she might be given the title of emeritus, which basically means he/she can still be remembered as a successful professor. The word emeritus, pronounced "eh-MER-ih-tus," is Latin, originally meaning "veteran soldier." Of course, since we live in Donald Trump' era, a faculty who recently posted a disagreement in this listserv ignored my support to my colleague Lilián Uribe, because the idea is to get rid of latinos/as, or reduce us to the minimum expression.

Additionally, the Chemistry's Faculty assuming that he is the CCSU's Pontiff protested about the excessive instructional faculty load (right or wrong), but he never mentioned that in the Philosophy Department there is a full-time faculty with more than 40 overload credits. Waaoo.... Now I understand why the chairperson of the Philosophy Department defended some months ago when the Chemistry's Pontiff criticized Dr. Toro for the Athletic Task Force's recommendations in the Faculty Senate. Recently, The Pontiff, from Chemistry Dept. criticized that CCSU needs 110 new faculty members. Well...the chairperson of Philosophy Dept. who is a close friend of the CT's governor Ned Lamont should echo the Pontiff's demands, and request him that CCSU needs 110 more full-time faculty members. FYI, the current chair of the Philosophy Dept., in 2008, managed to bring Ned Lamont as a Distinguished Professor in Political Science & Philosophy; therefore Lamont owned a great favor to his close friend the chairperson of Philosophy Dept. Or that was only make-up?

It is very clear that all of these demands, and complaints, from the Pontiff of the Chemistry Dept. are against to our great, intelligent, and visionary President Dr. Zulma Toro, but some members of this university find extremely difficult to accept that the CCSU's President is a Puerto Rican woman.
Happy dreams!

From: <bounce-810280-3413@listserv.ccsu.edu>
Date: Thursday, February 7, 2019 at 8:13 PM
To: "AcademicUsers (ListServ)" <academicusers@listserv.ccsu.edu>
Subject: RE: To all professors who will retire soon

There are universities of higher academic standing than CCSU where it is customary for long time serving retired faculty to have an office space for few years. They are informed about and invited to all official university gathering, social events and open discussions, to witness senior presentations, masters and PhD defenses, to judge student design competitions. Faculty senate current business is not hidden but publically available on university website so why the exclusion necessary?
Are we moving towards appreciating emeriti only at times of fundraising and setting up a scholarship? ZP

---

From: bounce-810279-3865@listserv.ccsu.edu <bounce-810279-3865@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 19:11
To: AcademicUsers (ListServ) <academicusers@listserv.ccsu.edu>
Subject: Re: To all professors who will retire soon

I beg to differ with some of my colleagues, with all due respect. On a senate listserv about current business, I see no reason to include emeriti. Emeritus/a faculty can still read and post on the general listserve. Current senate issues should be for current faculty.

---

From: bounce-810277-2346581@listserv.ccsu.edu <bounce-810277-2346581@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 7:00:23 PM
To: AcademicUsers (ListServ)
Subject: Re: To all professors who will retire soon

I do not support an initiative to bar Emeriti faculty from participating in the list-serve.

---

From: bounce-810274-4058@listserv.ccsu.edu <bounce-810274-4058@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 5:30 PM
To: AcademicUsers (ListServ)
Subject: Re: To all professors who will retire soon
I opted out of the new Senate list because I don't like the idea of faculty-moderated discussion group. That was my choice.

However... at least I had a choice. I think it's a shame that the Senate has decided to bar Emeritus faculty.

Folks in the Senate, is there any chance IT misinterpreted the intent of the Senate on this? I certainly hope so.

From: bounce-810271-48913@listserv.ccsu.edu <bounce-810271-48913@listserv.ccsu.edu>
Sent: Thursday, February 7, 2019 5:14:40 PM
To: AcademicUsers (ListServ)
Subject: To all professors who will retire soon

I have now learned that the new facultysenate listserv to which I received the same initial two emails from Senate President Jackson that you did telling me that if I received them I was automatically on. Guess what? I never received one further message, but got one from IT saying that the Senate has barred Emeriti profs from being on it.

Since Professor Pesca used this listserv to announce a new program on immigration, this is in violation of AAUP contract that deals with the rights of Emeriti profs (5,7). Perhaps the Centra family is now shrinking, to say nothing about the broader issues of Freedom of speech and self-censorship.

Since I retired I have contributed over 30 thousand dollars to the Central Foundation's various scholarships, as well as establishing one in my own department. I would like to stay connected to my university. Odd that I am now excluded from a listserv having served for some years on the AAUP Academic Freedom Panel. As you know, if I have something to say, I use this academic listserv. Perhaps the Senate might re-consider their action. Wouldn't all of you want to know what faculty are thinking and writing when you retire?

I cannot file a grievance on this, but any of you can. Carmela, I am quite sure you did not know that I would not get your announcement, but you saw me last year at Central's celebration of Italian culture, which I only learned about from an announcement like yours.

Just sayin. Hope someone agrees with me and isn't inhibited from mentioning it.