

CCSU 2017 AFFIRMATIVE ACTION PLAN

Executive Summary

Abstract

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

Office of Diversity and Equity

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

EXECUTIVE SUMMARY

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

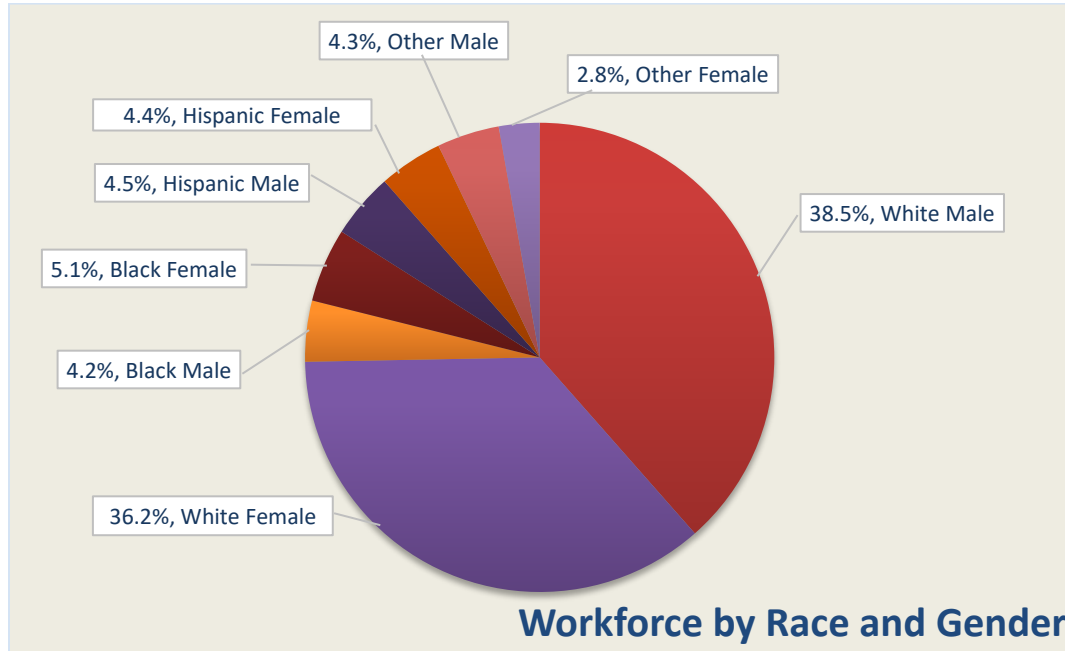
The plan is submitted annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the plan within 90 days to ensure that it contains all required elements and it is in compliance. CHRO approved the 2016 Plan based on CHRO Reviewer Neva Vigezzi's recommendation with no weaknesses noted.

CCSU Full-time Workforce Statistics Table

CATEGORY OR CLASS	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*	
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Executive Management	33	19	14	13	10	5	1	1	3	0	0
		57.6%	42.4%	39.4%	30.3%	15.2%	3.0%	3.0%	9.1%	0.0%	0.0%
Faculty	443	258	185	194	145	16	13	12	9	36	18
		58.2%	41.8%	43.8%	32.7%	3.6%	2.9%	2.7%	2.0%	8.1%	4.1%
Professional Non-Faculty	225	92	133	74	100	7	15	9	14	2	4
		40.9%	59.1%	32.9%	44.4%	3.1%	6.7%	4.0%	6.2%	0.9%	1.8%
Clerical Secretarial	93	9	83	3	60	2	14	3	9	1	1
		9.8%	90.2%	3.3%	64.1%	2.2%	15.2%	3.3%	9.8%	1.1%	1.1%
Technical Paraprofessional	17	7	10	4	5	0	2	3	1	0	2
		41.2%	58.8%	23.5%	29.4%	0.0%	11.8%	17.6%	5.9%	0.0%	11.8%
Skilled Crafts	12	11	1	11	1	0	0	0	0	0	0
		91.7%	8.3%	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Maintenance	67	56	11	44	7	4	0	8	4	0	0
		83.6%	16.4%	65.7%	10.4%	6.0%	0.0%	11.9%	6.0%	0.0%	0.0%
Protective Services	18	16	2	7	1	4	1	5	0	0	0
		88.9%	11.1%	38.9%	5.6%	22.2%	5.6%	27.8%	0.0%	0.0%	0.0%
TOTALS	908	468	439	350	329	38	46	41	40	39	25
	100.0%	51.5%	48.5%	38.5%	36.2%	4.2%	5.1%	4.5%	4.4%	4.3%	2.8%

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

Workforce by Race and Gender Chart



ANALYSIS OF GOALS FOR 2016-2017

Hiring Goals

For this reporting period, CCSU established seventy (70) hiring goals and experienced thirty-two (32) hires. Hiring occurred in the occupational categories of Executive Administrative, Associate Professor, Assistant Professor, Coaching, Professional Non-Faculty, Clerical All Titles, Service Maintenance All Titles (excluding custodians), and Custodians.

Since goal achievement cannot take place in categories where hiring did not occur, sixteen (16) goals attributable to the categories of Professor [one (1) goal], Secretary 2 [two (2) goals], Technical Paraprofessional [five (5) goals], Protective Service [six (6) goals], and Skilled Crafts [two (2) goals] could not be achieved.

Therefore, only fifty-four (54) of the seventy (70) established goals were identified as achievable goals. Of the thirty-one (31) hires that occurred during this reporting period, eleven (11) or thirty-six percent (36%) of all hires, met established reachable hiring goals.

Hires Table

This table includes only categories where hiring occurred; excludes Professor, Secretary all titles, Technical Paraprofessional, Protective Services, and Skilled Crafts.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	2	5	1	50%
Faculty	9	14	4	44%
Coaching	1	5	1	100%
Professional Non-Faculty	16	12	5	31%
Other Staff (Classified)	3	18	0	0%
Total	31	54	11	34%

Additionally, in its commitment to diversity the University hired sixteen (16) members of underrepresented groups* that did not meet established goals:

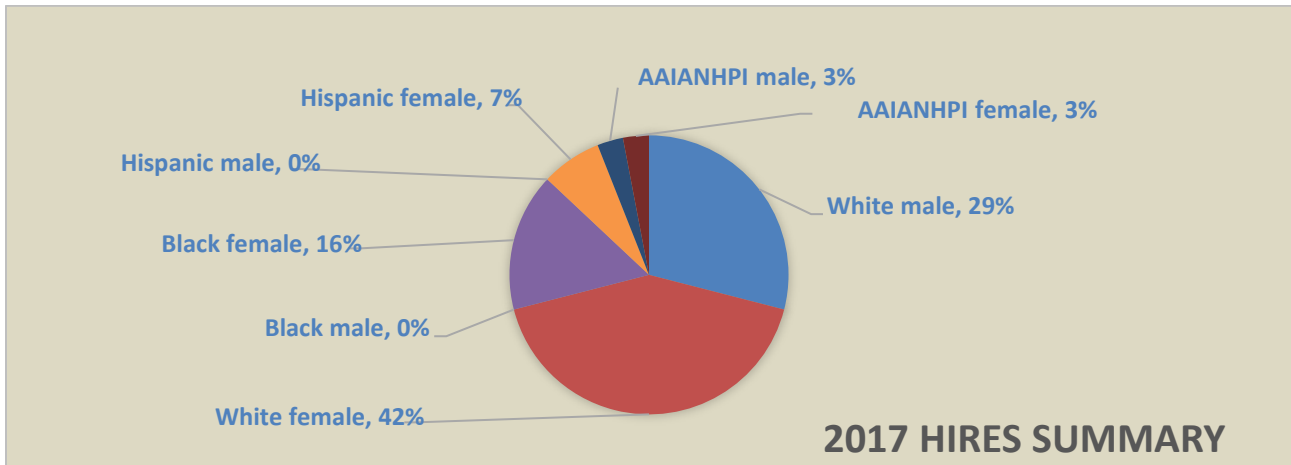
- One (1) diverse hire in the **Executive Administrator** category: One (1) Hispanic female.
- One (1) diverse hire in the **Associate Professor** category: One (1) White female.
- Three (3) hires in the **Assistant Professor** category: Two (2) White females and One (1) AAIANHNPI male.
- Eleven (11) diverse hires in the **Professional/Non-faculty** category: Nine (9) White females; One (1) Black female; and, One (1) Hispanic female.

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

In all, twenty-seven (27) out of the thirty-one (31), or Eighty-seven percent (87%), were either goal candidates or candidates from historically underrepresented groups including White females in non-clerical positions. The table and chart below gives an overview of hires by race and gender.

EEO Category	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Total
Executive	0	0	0	1	0	1	0	0	2
Assistant Professor	2	2	0	0	0	0	1	1	6
Associate Professor	2	1	0	0	0	0	0	0	3
Coaching	0	0	0	1	0	0	0	0	1
Prof. Non-faculty	3	9	0	3	0	1	0	0	16
Secretarial All	0	1	0	0	0	0	0	0	1
Service Maintenance	1	0	0	0	0	0	0	0	1
Custodians	1	0	0	0	0	0	0	0	1
Total	9	13	0	5	0	2	1	1	31
Percentage	29%	42%	0%	16%	0%	7%	3%	3%	

Hires Summary Chart



Promotional Goals

For this reporting period, CCSU established twenty-six (26) promotion goals and experienced thirty-two (32) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, Clerical All Titles, Secretary 2, and, Service Maintenance All Titles (excluding custodians). Of the thirty-two (32) promotions that occurred during this reporting period, eleven (11) or thirty-three percent (33%) of all hires, met established reachable promotion goals.

Promotions Table

This table includes only categories where promotions occurred; excludes Assistant Professor, Coaching, Technical Paraprofessional, Protective Services, Custodians and Skilled Crafts.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	1	0	0	0%
Faculty	22	23	7	32%
Professional Non-Faculty	1	0	0	50%
Other Staff (Classified)	8	3	0	0%
Total	32	23	7	22%

Additionally, in its commitment to diversify the University promoted seventeen (17) members of underrepresented groups* that did not meet established goals:

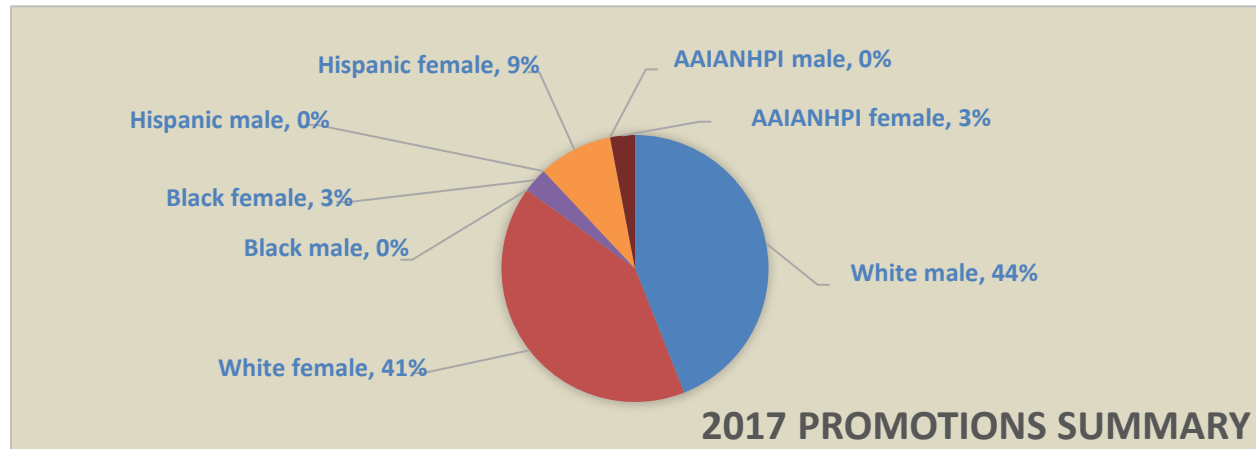
- Five (5) diverse promotions in the **Associate Professor** category: Five (5) White females
- One (1) diverse promotion in the **Professional/Non-faculty** category: One (1) Black female
- Two (2) diverse promotions in the **Secretary 2** category: Two (2) Hispanic females
- One (1) diverse promotion in the **Service Maintenance All Titles** category: One (1) Hispanic female

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

In all, twenty (20) out of the thirty-two (32), or sixty-three (63%), were either goal candidates or candidates from historically underrepresented groups including White females in non-clerical positions. The table and chart below gives an overview of promotions by race and gender.

EEO Category	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	AAIANHNPI Male	AAIANHNPI Female	Total
Executive	1	0	0	0	0	0	0	0	1
Professor	5	6	0	0	0	0	0	0	11
Associate Professor	5	5	0	0	0	0	0	1	11
Prof. Non-faculty	0	0	0	1	0	0	0	0	1
Clerical	0	2	0	0	0	2	0	0	4
Skilled Craft	1	0	0	0	0	0	0	0	1
Service Maintenance	2	0	0	0	0	1	0	0	3
Total	14	13	0	1	0	3	0	1	32
Percentage	44%	41%	0%	3%	0%	9%	0%	3%	

Promotion Summary Chart



Summary of Faculty Promotions

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

Promotions to Professor

There were fourteen (14) faculty members who applied for promotions to Professor: Seven (7) White males; Six (6) White females; and, One (1) AAIANHNPI male.

Eleven (11) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Five (5) White males and Six (6) White females. Of the Eleven (11) promotions that occurred in this category, the University achieved six (6) White female established promotional goals.

- Two (2) White male non-goal candidates, 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 seven (7) applicants who were goal candidates, the University achieved six (6) goals: Six (6) White females.

Of the eleven (11) promotions that occurred in the professor category, the university achieved six (6) established goals or fifty-five percent (55%).

Promotions to Associate Professors

There were fourteen (14) faculty members who applied for promotions to Associate Professor: Six (6) White males; Five (5) White females; One (1) AAIANHNPI male; and Two (2) AAIANHNPI female. Eleven (11) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Five (5) White males; Five (5) White females; and One (1) AAIANHNPI female. Of the Eleven (11) promotions that occurred in this category, the University achieved one (1) AAIANHNPI female established promotional goals.

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

Thus, out of the one (1) applicant who was a goal candidate, the University achieved one (1) goal: One (1) AAIANHNPI female.

Of the eleven (11) promotions that occurred in the associate professor category, the university achieved one (1) established goal or nine percent (9%). **Of these promotions, six (6) or fifty-five (55%) were either goal or diverse candidates.**

Hiring and Promotional Goals for 2016-17

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

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

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

An analysis of all hiring and promotional goals is distributed on a regular basis to the President, the Vice Presidents, Chief Officers, Deans, Directors, Union Presidents and Minority Committee Chairs, managers, and supervisors. In addition, a summary of the hiring and promotional goals for the current reporting period is posted on the Office of Diversity and Equity web page at <http://www.ccsu.edu/AffAction/>. However, in addition to making every good faith effort to meet the established goals, the University will continue to be committed to a qualified, diverse workforce.

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

EXECUTIVE/ADMINISTRATIVE

Hiring

3 White Females
1 Black Female
1 AAIANHNPI Male
1 AAIANHNPI Female

Promotional

1 White Female

FACULTY

PROFESSOR

Hiring

1 White Female

Promotional

12 White Females
8 AAIANHNPI Males

ASSOCIATE PROFESSOR

Hiring

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

Promotional

1 Black Female
2 Hispanic Females
1 AAIANHNPI Female

ASSISTANT PROFESSOR

Hiring

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

Promotional

None

COACHING

Hiring

1 Black Male
1 Black Female
1 Hispanic Male
1 AAIANHNPI Male
1 AAIANHNPI Female

Promotional

None

PROFESSIONAL/NON-FACULTY

Hiring

1 Black Male
4 AAIANHNPI Males
5 AAIANHNPI Females

Promotional

None

SECRETARIAL CLERICAL (Excluding SECRETARY 2)

Hiring

4 White Males
2 Hispanic Females
1 AAIANHNPI Female

Promotional

1 Hispanic Female

SECRETARIAL CLERICAL/SECRETARY 2

Hiring

1 White Male
1 Black Female

Promotional

1 White Female

TECHNICAL/PARAPROFESSIONAL

Hiring

3 White Females
1 Black Male
1 Hispanic Female

Promotional

None

PROTECTIVE SERVICES

Hiring

4 White Males
1 White Female
1 Hispanic Female

Promotional

None

SKILLED CRAFTS

Hiring

1 Black Male
2 Hispanic Males

Promotional

None

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hiring

1 White Female
1 Black Male
1 Hispanic Male
1 AAIANHNPI Male

Promotional

1 White Female

1 Hispanic Male

SERVICE MAINTENANCE/CUSTODIANS

Hiring

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

Promotional

None

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Program Goals

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

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

While the University did not identify any significant employment policy or practice that adversely affects any minority group candidates, including physically disabled or older persons, it did identify areas that

need to be further explored in the recruitment of service maintenance and skilled craft. If disparities occur, the University will initiate a goal to remove such impact.

Recruitment and Equitable Search Process

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

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

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

Other Program Goals

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

As Program Goals for the plan year 2017-2018, in order to foster a campus climate of tolerance and diversity, to ensure equal rights for all the various groups that make up the University community and to educate our students toward appreciation for diversity, the University will:

1. Recruitment & Equitable Search Process Continued

a. Internal SUOAF Search Process

- The recommendations of the Employee Advisory Committee's Internal Search Process Subcommittee will be forwarded to the Office of Human Resources for consideration. We are seeking to document the internal search process in the hiring manual.

Completion Date: July 2018

Responsible Person(s): Chief Diversity Officer and Chief Human Resources Officer

2. Promotion of Equal Opportunity and Harassment-free Workplace

a. Training

- 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.
- 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.
- 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.
- ODE will provide new online Title IX training.

Completion Date: July 2018

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

b. Employee Climate Survey

- 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 in report form to university leadership. Additionally, the results of the gender-based discrimination (including sexual harassment) will be available to the university community e.g., department and university-wide presentations, e-mail, and the web site.

Completion Date: July 2018

Responsible Person(s): Chief Diversity Officer; CCSU Victim Advocate; Associate in Diversity and Equity

3. Foster a Safe and Inclusive Work Climate

a. 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. External community members will also be invited to increase internship opportunities for students and to recruit part-time faculty members.

Completion Date: October 2017 and February 2018

Responsible Person(s): Chief Diversity Officer; Chief Human Resources Officer; Associate in Diversity and Equity; Institutional Advancement and the Vice President of Student Affairs

Cooperation with Other Agencies

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