



CCSU 2022 AFFIRMATIVE ACTION PLAN

Executive Summary

The Office for Equity & Inclusion (OEI)

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

EXECUTIVE SUMMARY

The Central Connecticut State University (CCSU) Office for Equity & Inclusion (OEI) has completed the University's Affirmative Action Plan (AAP) per the requirements of the Connecticut General Statutes 46a-68. The AAP is a comprehensive, results-oriented set of procedures and programs, which detail the University's strategy in the area of diversity, inclusion and equity. It ventures to eliminate discrimination through good faith efforts to attain hiring, promotional and programmatic goals, and achieve equal opportunity in the workforce.

CCSU as required in the regulations, submits the AAP annually for review and approval by the Commission on Human Rights and Opportunities (CHRO). The CHRO reviews and evaluates the AAP within 90 days, to ensure that it contains all required elements and is in compliance. CHRO approved the 2021 AA Plan with no recommendations noted by the CHRO Reviewer Neva Vigezzi.

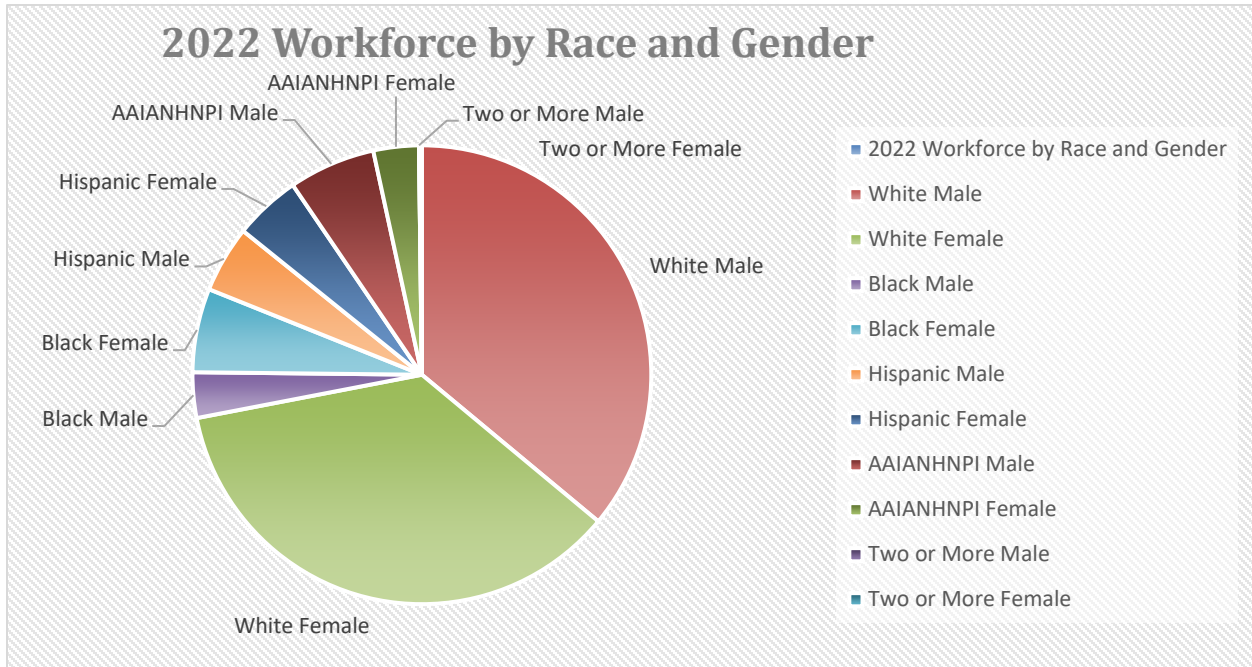
CCSU Full-time Workforce Statistics Table

Category or Class	Grand Total	Total		White		Black		Hispanic		AAIANHNPI*		Two or More		
		M	F	M	F	M	F	M	F	M	F	M	F	
Executive Management	25	14	11	9	8	3	2	1	1	1	0	0	0	
		56.0%	44.0%	36.0%	32.0%	12.0%	8.0%	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	
Faculty	362	205	157	138	115	10	13	11	10	46	18	0	1	
		56.6%	43.4%	38.1%	31.8%	2.8%	3.6%	3.0%	2.8%	12.7%	5.0%	0.0%	0.3%	
Coaching	25	18	7	15	6	3	1	0	0	0	0	0	0	
		72.0%	28.0%	60.0%	24.0%	12.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Professional Non-Faculty	211	74	137	64	99	3	16	6	14	1	7	0	1	
		35.1%	64.9%	30.3%	46.9%	1.4%	7.6%	2.8%	6.6%	0.5%	3.3%	0.0%	0.5%	
Clerical Secretarial	65	7	58	4	39	1	12	1	6	1	1	0	0	
		10.8%	89.2%	6.2%	60.0%	1.5%	18.5%	1.5%	9.2%	1.5%	1.5%	0.0%	0.0%	
Tech/ Para Professional	6	3	3	2	3	0	0	1	0	0	0	0	0	
		50.0%	50.0%	33.3%	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	
Skilled Crafts	11	10	1	10	1	0	0	0	0	0	0	0	0	
		90.9%	9.1%	90.9%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Service Maintenance	72	54	18	35	11	5	1	14	6	0	0	0	0	
		75.0%	25.0%	48.6%	15.3%	6.9%	1.4%	19.4%	8.3%	0.0%	0.0%	0.0%	0.0%	
Protective Services	18	15	3	10	3	1	0	4	0	0	0	0	0	
		83.3%	16.7%	55.6%	16.7%	5.6%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	
TOTALS	795	400	395	287	285	26	45	38	37	49	26	0	2	
		100.0%	50.3%	49.7%	36.1%	35.8%	3.3%	5.7%	4.8%	4.7%	6.2%	3.3%	0.0%	0.3%

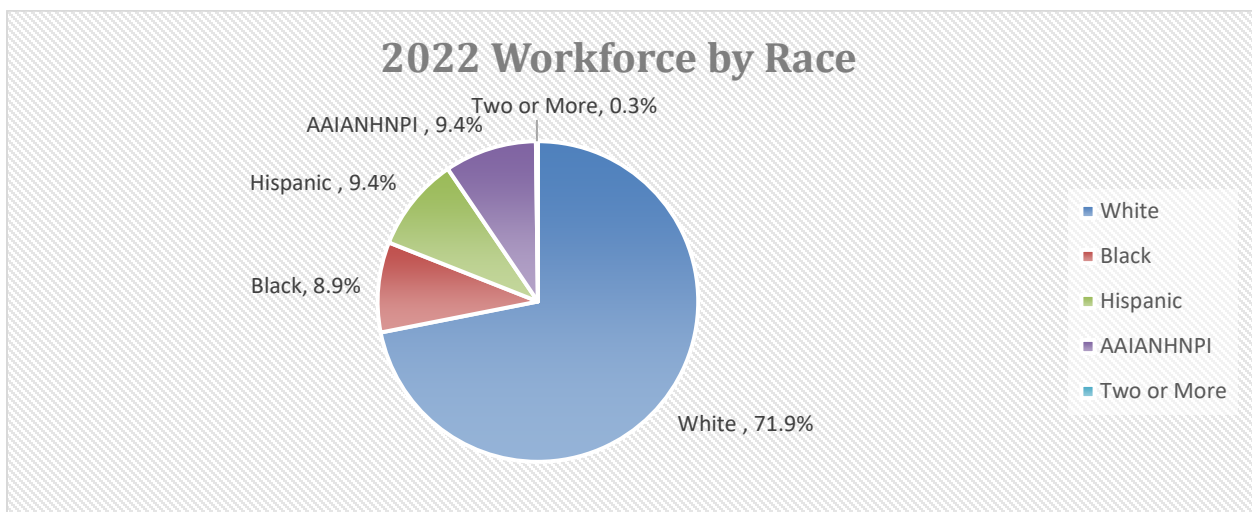
*Asian, American Indian, Alaskan Native, Hawaiian Native and Pacific Islander

Note: The above Workforce Statistics Table includes FT and permanent appointments, excluding PT, Special & Temporary/Emergency appointments. Faculty special appointments, University Assistants, Lecturers and Emergency hires, and graduate interns are not included in the full-time workforce.

ANALYSIS OF CCSU FULL-TIME WORKFORCE BY RACE AND GENDER



ANALYSIS OF CCSU FULL-TIME WORKFORCE BY RACE CATEGORIES



Category or Class	Grand Total	White	Black	Hispanic	AAIANHNPI	Two or More
Totals	803	577	73	76	75	2
	100.00%	71.9%	9.1%	9.5%	9.3%	0.2%

ANALYSIS OF HIRING ACTIVITY FOR 2021-2022 AFFIRMATIVE ACTION PLAN

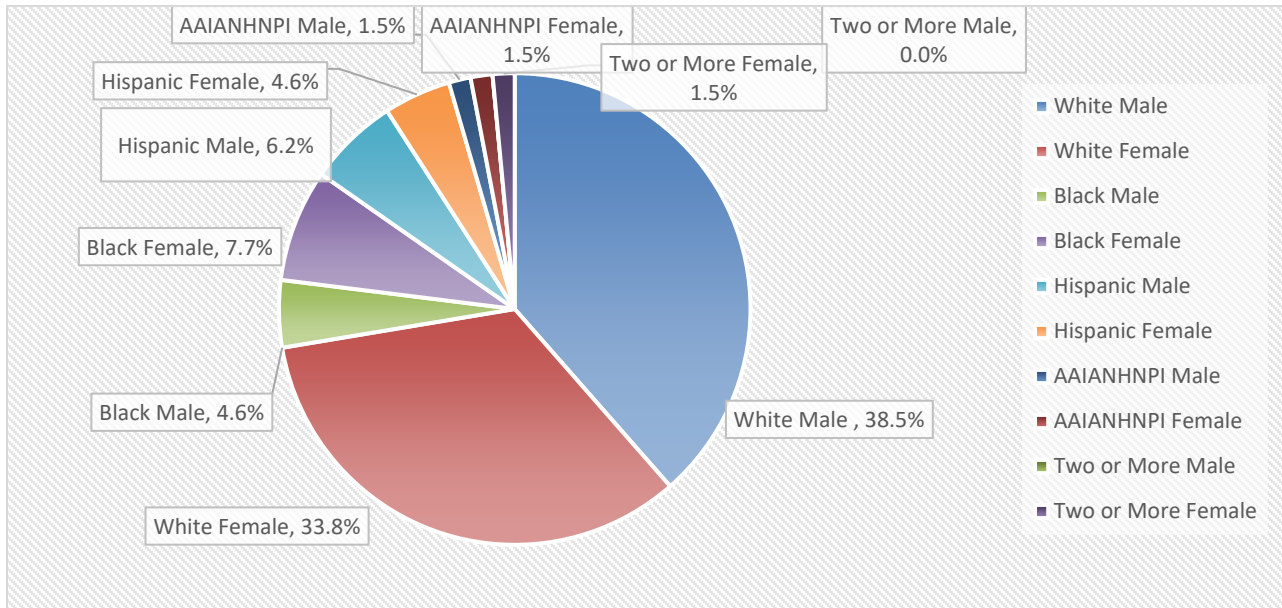
Hiring Activity

This table includes only categories where hiring occurred between 8/1/2021 – 7/31/2022.

This excludes Professor, Associate Professor, Coach, and Skilled Craft Categories.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	1	1	0	1	0	0	0	0	0	0	3
Associate Professor	0	0	0	0	0	0	0	0	0	0	0
Assistant Professor	3	1	0	0	0	0	0	1	0	0	5
Coaches	0	0	0	0	0	0	0	0	0	0	0
Professional Non-Faculty	9	11	1	1	1	1	1	0	0	1	26
Clerical All Titles	2	3	1	0	0	0	0	0	0	0	6
Secretary 2	1	1	0	2	0	2	0	0	0	0	6
Tech/Para Professional	1	0	0	0	0	0	0	0	0	0	1
Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	1	1	0	0	0	0	0	0	0	0	2
Custodians	3	2	1	1	3	0	0	0	0	0	10
Protective Services	4	2	0	0	0	0	0	0	0	0	6
Total	25	22	3	5	4	3	1	1	0	1	65
Percentage	38.5%	33.8%	4.6%	7.7%	6.2%	4.6%	1.5%	1.5%	0.0%	1.5%	

ANALYSIS OF CCSU FULL-TIME WORKFORCE: HIRES



For this reporting period, CCSU established sixty (60) hiring goals, and experienced sixty-five (65) hires. Hiring occurred in the occupational categories of Executive Administrative, Assistant Professor, Professional Non-Faculty, Clerical All Titles, Secretary 2, Tech/Paraprofessional, Service Maintenance, Custodians and Protective Services. Of the sixty-five (65) hires that occurred during this reporting period, seventeen (17) or (28.3%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	3	3	1	33.3%
Faculty including Coaches	5	15	3	0.2%
Professional Non-Faculty	26	10	4	40.0%
Other Staff (Classified)	31	32	9	28.1%
Total	65	60	17	28.3%

Additionally, in its commitment to diversify the workforce, the University hired eleven (11) members of underrepresented groups that did not meet established goals:

- One (1) diverse hire in the **Executive** category: One (1) Black female
- One (1) diverse hire in the **Assistant Professor** category: One (1) AAIANHNPI female.0
- Three (3) diverse hires in the **Professional/Non-faculty** category: One (1) Hispanic male, one (1) Hispanic female, and One (1) two or more Female
- One (1) diverse hire in the **Clerical** category: One (1) Black male.
- Two (2) diverse hires in the **Secretary 2** category: Two (2) Black females.
- Three (3) diverse hire in the **Custodian category**: Three (3) Hispanic males.

Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period.

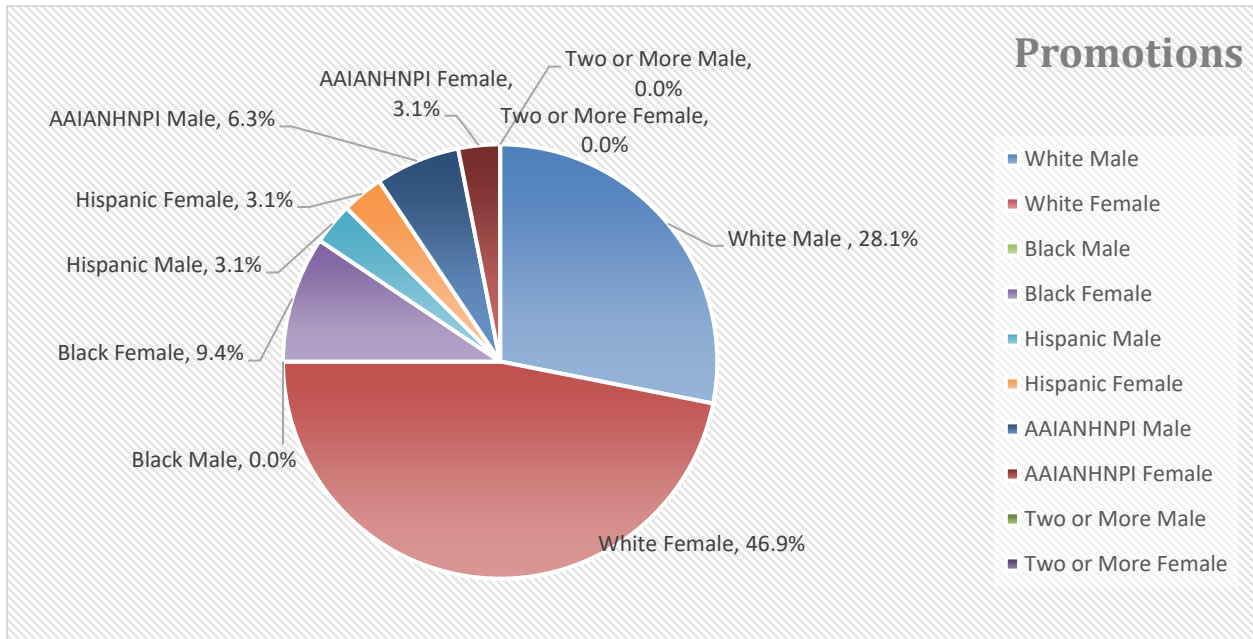
For a full explanation, see Section 46a-68-90, *Goals Analysis*.

Promotional Activity

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

EEO Category	White		Black		Hispanic		AAIANHNPI		Two or More		Total
	M	F	M	F	M	F	M	F	M	F	
Executive	1	1	0	0	0	0	0	0	0	0	2
Professor	1	7	0	0	0	0	1	1	0	0	10
Associate Professor	4	5	0	0	1	0	1	0	0	0	11
Professional Non-Faculty	1	1	0	1	0	0	0	0	0	0	3
Clerical All Titles including Secretary 2	0	1	0	2	0	1	0	0	0	0	4
Skilled Craft	2	0	0	0	0	0	0	0	0	0	2
Total	9	15	0	3	1	1	2	1	0	0	32
Percentage	28.1%	46.9%	0.0%	9.4%	3.1%	3.1%	6.3%	3.1%	0.0%	0.0%	

ANALYSIS OF CCSU FULL-TIME WORKFORCE: PROMOTIONS



For this reporting period, CCSU established forty-nine (49) promotional goals and experienced thirty-two (32) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, Clerical All, Secretary 2, and Skilled Craft.

Of the thirty-two (32) promotions that occurred during this reporting period, thirteen (13) or twenty-six-point five percent (26.5%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	2	1	1	100.0%
Faculty	21	42	10	23.8%
Professional Non-Faculty	3	0	0	0.0%
Clerical All Titles including Secretary 2	4	5	2	40.0%
Service Maintenance	0	1	0	0.0%
Skilled Craft	2	0	0	0.0%
Total	32	49	13	26.5%

Additionally, in its commitment to diversify the University promoted four (4) members of underrepresented groups that did not meet established goals:

- Two (2) diverse promotions in the **Associate Professor** category: one (1) Hispanic female, and one (1) AAIANHNPI male
- One (1) diverse promotion in the **Professional Non-Faculty** category: One (1) Black female
- One (1) diverse promotion in the **Clerical All**: One (1) Black female

For a full explanation, see Section 46a-68-90, Goals Analysis.

Summary of Faculty Promotions

Promotions in the faculty category are self-directed; therefore, goal achievement can be measured against those who apply for promotion. For this reporting period, CCSU established forty-two (42) faculty promotion goals and experienced twenty-one (21) promotions. Of the twenty-one (21) faculty promotions that occurred during this reporting period, ten (10) or twenty-three-point eight percent (23.8%) met established reachable promotion goals.

Additionally, in its commitment to diversify the University promoted two (2) members of underrepresented groups that did not meet established promotional goals:

- Two (2) diverse promotions in the Associate Professor category: One (1) Hispanic female, and One (1) AAIANHNPI male.

Promotions to Professor

Twelve (12) faculty members applied for promotion to Professor: Two (2) White Males; **Eight (8) White Females; One (1) AAIANHNPI Male; and One (1) AAIANHNPI Female**

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: One (1) White Male; **Seven (7) White Females; One (1) AAIANHNPI Male; and One (1) AAIANHNPI Female.**

Of the ten (10) promotions that occurred in this category, the University achieved nine (9) established promotional goals: **Seven (7) White Females; One (1) AAIANHNPI Male and One (1) AAIANHNPI Female.**

Two (2) applicants 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: One (1) White Male; and **One (1) White Female.**

Of the ten (10) promotions that occurred in the Professor category, the University achieved nine (9) established promotional goals or ninety (90%).

Promotions to Associate Professors

Eleven (11) faculty members applied for promotions to Associate Professor: Four (4) White Males; Five (5) White Females; One (1) Hispanic Female; and One (1) AAIANHNPI Male.

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: Four (4) White Males; Five (5) White Females; One (1) Hispanic Female; and One (1) AAIANHNPI Male.

Of the eleven (11) promotions that occurred in this category, the University achieved one (1) established promotional goal: One (1) White Female.

No applicants were denied promotion because he failed to meet the criterion set forth in Article 4.11.9.1-4.11.9.5 of the Collective Bargaining Agreement.

Of the eleven (11) promotions that occurred in the Associate Professor category, the University achieved one (1) goal or nine-point one (9.1%) percent.

Hiring and Promotional Goals

The University 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.

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 for specific vacancies if they qualify.

Hiring and Promotional Goals for 2022-2023

Based on the **Section 46a-68-40, Utilization Analysis**, the University has established the following hiring and promotional goals for the period of August 1, 2022 through July 31, 2023.

EXECUTIVE/ADMINISTRATIVE

Hiring	Promotional
1 White Female	1 White Female
1 AAIANHNPI Female	

FACULTY

PROFESSOR

Hiring	Promotional
None	9 White Females
	1 Black Male
	7 Hispanic Females
	6 AAIANHNPI Males
	1 AAIANHNPI Female

ASSOCIATE PROFESSOR

Hiring	Promotional
2 White Females	3 White Females
	1 Black Male
	2 Black Females
1 Hispanic Male	1 Hispanic Male
2 AAIANHNPI Females	2 AAIANHNPI Females

ASSISTANT PROFESSOR

Hiring	Promotional
4 White Males	None
2 Hispanic Females	
1 Two or More Male	
1 Two or More Female	

COACHING

Hiring	Promotional
1 Hispanic Male	None
1 Hispanic Female	

PROFESSIONAL/NON-FACULTY

Hiring	Promotional
3 Black Males	1 Black Male
1 Hispanic Male	
6 AAIANHNPI Males	
3 AAIANHNPI Females	
2 Two or More Males	
1 Two or More Female	

SECRETARIAL CLERICAL (Excluding SECRETARY 2)

Hiring	Promotional
	1 White Female
2 Hispanic Females	1 Hispanic Female
1 Two or More Female	

SECRETARIAL CLERICAL/SECRETARY 2

Hiring	Promotional
2 White Females	1 White Female
1 AAIANHNPI Female	
1 Two or More Female	

TECHNICAL/PARAPROFESSIONAL

Hiring	Promotional
1 Black Male	None
1 Black Female	
1 Hispanic Female	

SKILLED CRAFTS

Hiring	Promotional
1 Hispanic Male	1 Black Male

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hiring	Promotional
2 White Females	1 White Female
1 Black Female	
3 Hispanic Males	2 Hispanic Males
2 Hispanic Females	1 Hispanic Female
1 Two or More Male	

SERVICE MAINTENANCE/CUSTODIANS

Hiring	Promotional
1 White Male	None
1 Black Male	
1 Black Female	
3 Hispanic Females	
1 Two or More Male	
1 Two or More Female	

PROTECTIVE SERVICES

Hiring	Promotional
1 White Male	None
1 Black Male	
1 Black Female	
1 Hispanic Female	

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

Program Goals for 2022-2023

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. In order to foster a campus climate of inclusion 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’s goals for this reporting period are:

1. Completion of Recruitment and Equitable Search Process

The Office for Equity and Inclusion and Human Resources Staff will bring the hiring manual up to date to include the current process and procedures and provide examples of appropriate justifications that are detailed, searching and complete for every applicant in the search pool. The hiring manual updates will include: steps and procedures in the search process, completing forms correctly, recognizing and minimizing implicit bias throughout the entire search process, provide recruitment resources, interviewing tips and techniques, and thorough applicant review process. Once updated, the resource will be placed online for all faculty and staff to utilize as a resource.

Completion Date: July 31, 2023

Responsible Person: Dr. Craig Wright, Vice President of Equity and Inclusion, Equity and Inclusion Associates and Human Resources Associate

2. Professional Development

Provide training to assist management in building a transformative diverse leadership team and campus community. Recognizing that diversity is a critical component of academic excellence, the Vice President of Equity and Inclusion will collaborate with the Provost and VP of Academic Affairs to orchestrate a symposium for management staff, Deans, and Department Chairs. This symposium will allow participants to engage in a professional development opportunity with topics to include cognitive diversity, future diversity initiatives and have a hands-on approach to reviewing their own discourse that distracts them from progress in diversity administration.

Completion Date: July 31, 2023

Responsible Person: Dr. Craig Wright, Vice President of Equity and Inclusion, and the Provost and VP of Academic 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.