

ASSIGNMENT OF RESPONSIBILITY AND MONITORING

Section 46a-68-81

Appointing Authority

Zulma R. Toro, Ph. D is the President of Central Connecticut State University and as appointing authority, she had the ultimate responsibility for the establishment and enforcement of result-oriented Affirmative Action policies and practices. Dr. Toro was responsible for the development, filing, implementation and monitoring of an Affirmative Action Plan in accordance with Affirmative Action Regulations of Connecticut State Agencies §§ 46a-68-75 through 46a-68-114, and shall be accountable for the program's success or failure.

The Chief Diversity Officer (CDO) was the full-time employee designated by the CCSU President to serve as CCSU's Affirmative Action Officer. Ms. Rosa Rodríguez reported directly to the CCSU President during the reporting period. The Office of Diversity and Equity (ODE), which is supervised by Ms. Rodríguez, includes the Ruth Boyea Women's Center, which serves as an resource/advocate for women's rights on campus and the Office of Victim Advocacy (OVA), which serves as the Title IX trainer and advocate for victims of sexual harassment, including sexual assault, stalking and intimate partner violence. The Coordinator of the Ruth Boyea Women's Center, Ms. Jacqueline Cobbina-Boivin, and in November 2018 a new OVA Advocate, Ms. Joanna Flanagan was hired. Ms. Sarah Dodd, served as the Lead Diversity Associate through July, 2019. Both of these positions report directly to the CDO. ODE conducted a search for a Diversity Associate and Pamela Whitley was hired in July 2019. In July, 2019, the President also appointed an Interim Vice President, Nancy Barcelo and the new Office of Equity and Inclusion was formed. The Office is presently recruiting for two (2) new Diversity Associates.

The President assigns such duties and responsibilities necessary for the development and implementation of the affirmative action plan to several employees. To acquaint employees with their specific responsibilities under the Plan during this reporting period, CDO Rosa Rodríguez participated in regularly scheduled meetings that emphasized human relations and intergroup relations, non-discriminatory employment practices, the legal authority for affirmative action and the President's commitment to affirmative action, review of the CCSU Affirmative Action Plan and identification of obstacles in meeting the goals of the plan.

Affirmative Action (Office of Diversity and Equity) (100%)

The Chief Diversity Officer, Rosa Rodríguez, had full-time responsibility for the management and implementation of the University's Affirmative Action Plan during the reporting period. She reported directly to the President as required in Affirmative Action Regulations. The Office of Diversity and Equity consisted of Ms. Rodríguez, Ms. Sarah Dodd, the Associate to CDO, and three University Assistants, Ms. Sharon Gaddy, and Alberto Cifuentes, Jr. through the reporting period. In July, Nancy Barcelo, the new Interim Vice President of the Office of Equity and Inclusion took over the responsibilities of newly formed Office of Equity and Inclusion.

Other responsibilities of the CDO and ODE/OEI staff include overseeing the unclassified hiring process to assure that the implementation of affirmative action procedures in the employment process through involvement in recruiting, interviewing, hiring, evaluating, promoting or counseling employees, including their counterparts throughout the academic and administrative structure. In addition, the ODE/OEI is responsible on a continuing basis for thorough knowledge of federal, state, and the University affirmative action requirements. In addition, the ODE/OIE assists with the classified hiring process.

Specific Functions of the Chief Diversity Officer and ODE Staff

1. To develop, coordinate, evaluate, monitor, report, and implement the Affirmative Action Plan, along with persons who have specific personnel responsibilities and to utilize a systematic procedure for monitoring all phases of the Affirmative Action Plan on a continuing basis.
2. To write, with appropriate consultation, any revisions of the Affirmative Action Plan and to communicate them, subject to the approval by the President, to the appropriate federal or state agency or office and to serve as principal contact with state and federal representatives in affirmative action reviews of the institution.
3. To initiate and maintain contact with recruiting sources and organizations serving members of protected classes, in conjunction with other members in the University community.
4. To review, analyze, and evaluate 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.
5. To coordinate the implementation of the Affirmative Action Plan by all personnel named as having specific responsibilities and to assist all personnel involved in implementation of the Affirmative Action Plan through the development of written guidelines, resource files, orientation sessions, and individual advisement.
6. ODE/OEI staff 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/OEI provides the committees with written affirmative goals.
7. The CDO and the Interim Vice President of OEI 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.
8. To mitigate any discriminatory conduct and investigate complaints of alleged discrimination.
9. The CDO and the Interim Vice President of OEI and the Interim Vice President of OEI leads the development and administration of diversity, sexual harassment and Title IX training.
10. The Chief Diversity Officer and the Interim Vice President of OEI lead the Employee Advisory Council 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.

The Affirmative Action Plan does not allow for passive observation of potential or existing discriminatory practices. First line supervisors are responsible for ensuring that employees are aware of their rights and opportunities and managers or department heads are made aware of problems and areas of dissension. Managers and supervisors are, on a continual basis, monitored and evaluated on their affirmative action performance and, because affirmative action responsibilities are considered an assigned duty, failure to perform affirmative action duties can affect ratings and advancement.

Office of Human Resource (HR) (10-20%)

The Office of Human Resources is managed by Ms. Anna Suski-Lenczewski, Chief Human Resources Officer, and consisted of the following staff:

- Paula DeBarros, Associate Director Employee & Labor Relations through 3/2019 and in 5/2019
- Daniel Moreland, Associate Director Employee & Labor Relations
- Mary Cavanaugh, University Human Resources Administrator
- Joanne Callahan, Assistant Director in Human Resources
- Kathy Callahan, Associate in Human Resources
- Olivia Roman, Associate in Human Resources through 12/2018
- Claudia Richards Meade, Assistant in Human Resources
- Christine Derwitsch, Assistant in Human Resources started in 2/2019

- Louise Olszewski, Assistant in Human Resources
- Doreen Revoir, Assistant in Human Resources
- Claudia Richards-Meade, Assistant in Human Resources
- Victoria Karwowski, Administrative Operations Assistant started in 10/2018

The CCSU Human Resources Administrators (HRA) shall assist with the development, coordination, and implementation of human resources policy, practices and programs and provide effective advice and recommendations on proper human resources management practices, including ensuring that equal opportunity and affirmative action procedures in recruiting, hiring, interviewing, record keeping and evaluating progress are observed.

Other responsibilities of the HRAs and any other HR staff include assisting in the oversight of the classified hiring process to assure that the affirmative action procedures are implemented in the employment process through involvement in recruiting, interviewing, hiring, evaluating, promoting or counseling employees, including their counterparts throughout the academic and administrative structure. In addition, the HR Office is responsible on a continuing basis for thorough knowledge of federal, state, and the University affirmative action requirements. The Associate Director Employee & Labor Relations works closely with the ODE/OEI regarding employee relations issues in the workplace.

Human Resource staff assists the ODE with preparation of the Affirmative Action Plan e.g., organizational analysis, exit surveys, performance evaluation, training and career counseling, as well as Human Resource-related review and consultation, as appropriate.

Deans, Managers, Supervisors and Search Chairs (5%)

Deans, managers, supervisors, and department heads are held fully responsible for implementing those aspects of the affirmative action program related to their specific area of operation, including recruiting, interviewing, hiring, evaluating, promoting, and counseling teaching faculty, administrators and staff. Managers and supervisors are required to submit clear job descriptions, and to document the specific efforts made to recruit minorities and women, in accordance with the schedules indicated in the affirmative action hiring procedural guidelines. In addition, managers and supervisors understand that equal employment opportunity and affirmative action are: (1) consistent with good management and personnel principles; (2) a basic part of their job; and, (3) consistent with the concept of employment and promotion based on merit. Search chairs, managers and supervisors play an important role in the success of an affirmative action program, perhaps the crucial role. Through the use of fair employment practices, access to data, and immediate contact with possible sources of discrimination or problem areas in their units or divisions, managers and supervisors provide the grass roots perception of affirmative action and ensure that all employees are informed of the University's continuing commitment to affirmative action.

The University evaluates and monitors the affirmative action performance of all officials assigned affirmative action responsibilities. This includes deans, directors, department heads, and others with specific affirmative action responsibilities. The evaluation will be based on the individual's commitment to the effective management of a diverse workforce and the performance of their affirmative action duties will be considered in promotion and merit increase decisions.

Employment Advisory Committee (Less than 5%)

Pursuant to Section 46a-68-81(d), each agency of 100 or more employees shall consider the feasibility of establishing an employee advisory committee (EAC), which, if established, may consider any matter appropriate to the development and implementation of the affirmative action plan. The Employee Advisory Committee consists of a cross section of our campus including diversity in position, union, and demographics.

The committee will receive training on the AA Plan/regulations, established goals and objectives and were updated on policy and law updates as well as University goal achievement. While serving and acting on behalf of the EAC, the members contribute 100% of this time to EEO/AA responsibilities; however, this likely represents less than 5% of their overall job responsibilities.

In addition to the Employee Advisory Committee, the University would like to point out that there are campus committees, comprised of a diverse cross section of employees that continually address many affirmative action concerns as well as specific employee issues. These committees include: The College of Liberal and Social Sciences Diversity Committee, the AAUP Minority Recruitment and Retention Committee and the SUOAF-AFSCME Minority Recruitment and Mentoring Committee that address recruitment and retention of protected group members; the Safety and Health Committee; the Latin American Association; the African American Advisory Committee; the Facilities Planning Committee that looks at accessibility for persons with disabilities; the President's Advisory Committee for Students with Disabilities; the Committee on the Concerns of Women; the LGBT Advisory Committee; and the Faculty Senate Diversity Committee. Their members represent all campus community constituencies and are charged with creating a campus that is diverse, inclusive and welcoming.

CCSU maintains a list of the members of the above committee and they are identified by name, race, sex, position or position classification and approximate percentage of time devoted to such duties. Copies of all minutes of the committee meetings and of any recommendations made to the ODE/OEI including whether the recommendations were accepted or rejected by the University, shall be likewise retained, as required by CCSU records retention schedules for state agencies.

No employee may be coerced, intimidated, or retaliated against by the University or any person for performing any affirmative action duties. Any person so aggrieved may file an internal complaint as well as file a complaint with state or federal enforcement agencies, such as the Commission on Human Rights and Opportunities (CHRO) and/or Equal Employment Opportunity Commission (EEO).

The University maintains a record of each person performing any duties relating to the development and implementation of the Affirmative Action Plan by name, job title, and percentage of time devoted to affirmative action duties and outline of specific responsibilities.

The University has developed an internal reporting system to continually audit, monitor and evaluate programs essential for a successful Affirmative Action Plan. The University conducts an ongoing review and evaluation of the agency's progress towards the goals of the Affirmative Action Plan. As each hire occurs, it is recorded in a summary of hires to review and address progress towards meeting affirmative action goals and the University's commitment to diversify its workforce. The Plan is reviewed with the University President and other administrators on an annual basis. Additionally, the CDO/Interim Vice President of the Office of Equity and Inclusion informs other administrators on the progress of the goals during each recruiting period.

ACTIVITIES DURING THIS REPORTING PERIOD

In their annual self-report of the Management Performance Planning Evaluation, management and confidential personnel were required to evaluate their achievement in the area of developing a diverse workforce.

Managers and supervisors periodically audit, with the assistance of the Human Resources Office, training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives.

1. ODE distributed the annual notice all employees on February 7, 2019 (this can be located in the Internal Communication section of this Plan).
2. In December 2018, the Chief Diversity Officer (CDO) created and submitted a copy of the executive summary of the AA plan and related policy/procedural updates to the executive committee.

3. During the reporting period, the CDO was an active participant of the monthly executive staff meetings. During these meetings, Ms. Rodriguez discussed updates to policies, procedures, programming and developments on other issues related to EEO/AA and Title IX. Starting in July, 2019, the Interim Vice President of the newly formed Office of Equity and Inclusion also participates in the monthly executive staff meetings and provides updates to policies, procedures, programming and development on other related AA/EEO and Title IX matters.
4. During the reporting period, ODE ensured that each building had the required EEO/Nondiscrimination and sexual harassment posters and those were properly displayed.
5. During the reporting period, the CDO regularly met with Deans, Supervisor, Managers and Administrators to discuss the recruitment and selection processes and procedures related to their respective areas.
6. During the reporting period, the CDO met regularly with the University President to discuss issues related to EEO/AA including but not limited to discussions regarding alleged violations of the university's non-discrimination in education and employment policy, sexual harassment policy, sexual assault prevention and awareness as well as issues related to the recruitment and selection of staff and faculty.
7. During the reporting period, the AAUP Minority Recruitment and Retention Committee and the SUOAF-AFSCME Minority Recruitment and Mentoring Committee that address recruitment and retention of protected group members; the Committee on the Concerns of Women; the LGBT Advisory Committee; and the Faculty Senate Diversity Committee met regularly to develop procedures, policies and programming to increase awareness and cultural competency related to their target audience.
8. During the reporting period, ODE distributed more than 2,000 booklets and pamphlets containing the nondiscrimination and anti-harassment policies, resources and complaint procedures to students, faculty and staff.
9. Facilities provided by CCSU for employees are comparable for both sexes.
10. Minority and female employees are offered full opportunity and are encouraged to participate in all educational, training, recreational and social activities.
11. ODE staff met with every search committee for all searches addressed in the plan. During the AA plan period, Rosa Rodriguez met with all employees serving on search committees to charge them with their duties and responsibilities related to EEO/AA and the hiring processes. This year supervisors were asked to attend search charge meeting to discuss their expectations of the search. A copy of a search charge is included in the exhibits related to this section.
12. During the reporting period ODE, staff coordinated training regarding diversity and Title IX including sexual harassment. A full reporting on this training can be found in the Internal Communication section of this Affirmative Action Plan.
13. Supervisors' work performance is evaluated based on their equal employment opportunity efforts and results, as well as their performance criteria.
14. Supervisors must act to prevent harassment of employees through affirmative action efforts.
15. During the reporting period, ODE advises and informs those individuals involved in the hiring and promotion process of their legal obligations and of the University's procedures for recruitment, hiring, interviewing, and counseling through written guidelines and orientation training. Each department monitors or has monitored all hiring and promotion actions through the reporting period.
16. ODE and respective departments coordinate the communication of affirmative action information to all employees and applicants on a continuing basis.
17. Each department conducting a search completes all required mandatory Equal Employment Opportunity or Affirmative Action forms.

18. Each department documents the search and selection procedure when a new employee is hired, in accordance with the search procedure and required for the Goals Analysis section of the Affirmative Action Plan.
19. Each major division works with community relations programs in efforts to improve the quality of relations between Central Connecticut State University and the outside community, minority organizations, women's organizations, organizations of and for persons with disabilities, organizations of and for disabled veterans and all veterans and community action groups.
20. Where appropriate, each department develops and coordinates additional plans as needed in areas other than employment, such as Title IX, student programs, financial aid, admissions, and career planning.
21. Each department advises its individual members of their specific area of responsibility for the implementation of the Affirmative Action program.

The ODE co-sponsored several events with the Ruth Boyea Women's Center, the Office of Victim Advocacy, the Committee on the Concerns of Women, the Center for Africana Studies, the African American Studies Program, the Caribbean and Latin American Studies Center, Latin American Student Organization, Center for International Education, and History Department. For example, these events include lectures about equity, affirmative action and social justice issues, and lectures by social activists. The newly formed Office of Equity and Inclusion (OEI) will report the events they conduct during the next reporting period. **A complete list of cultural events is available in Section 6. Internal Communication Supportive Materials.**