

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 Interim Vice President for Equity & Inclusion resigned at the beginning of this past reporting period and was replaced, on an interim basis, by Carolyn Magnan, University Counsel, who reported directly to the CCSU President on all issues regarding affirmative action, equity and inclusion. The University conducted a national search for the position of VP for Equity and Inclusion and selected Dr. Stacey Miller, who joined the University in February 2021. This search is described in detail in 46a-68-90, *Goals Analyses*.

The Office for Equity & Inclusion (OEI), under the auspices of the Vice President's includes the Ruthe Boyea Women's Center, which serves as a resource/advocate for women's rights on campus; the Office of Victim Advocacy (OVA), which is responsible for the university's Title IX training and advocacy for victims of sexual harassment, including sexual assault, stalking and intimate partner violence; and the LGBTQA Center offers resources, programming, referrals and support services as well as trainings and workshops for the entire campus community.

The Coordinator of the Ruthe Boyea Women's Center, Jacqueline Cobbina-Boivin; the OVA Advocate, Joanna Flannigan; the Coordinator of the LGBT Center, William Mann; and Pamela Whitley, the Senior Equity and Inclusion Officer all report directly to the Vice President of Equity & Inclusion. Ms. Whitley, the Senior Equity and Inclusion Officer left the university in June 2021 to accept a position at Trinity, and the University will complete a search for her replacement during the coming reporting period which will be discussed with the next submission. In June 2021, the University hired an Equity & Inclusion Associate, Michelle Shaw, who reports directly to the Vice President. In June 2021, Administrative Operations Assistant, Erin Rodas was promoted to CSU Administrative Assistant, and reports directly to the VP for Equity & Inclusion.

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, the Vice President for Equity & Inclusion 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 for Equity & Inclusion) (100%)

The Office for Equity and Inclusion (OEI) was managed during this reporting period with the following staff:

- Carolyn Magnan, University Counsel as Interim VP of Equity and Inclusion, through 2/2021.
- Stacey Miller, VP for Equity and Inclusion, 2/2021 through present.
- Pamela Whitley, Senior Equity and Inclusion Officer, through 6/2021.
- Erin Rodas, Administrative Assistant
- Lisette Cobb, Diversity and Equity Associate, through 10/2020.
- Michelle Shaw, Diversity and Equity Associate

- Jacqueline Cobbina-Boivin, Coordinator, Ruthe Boyea Women’s Center
- Joanna Flannagan, Coordinator, Office of Victim Advocacy, through 12/2020
- William Mann, Coordinator, LGBTQA Center

Other responsibilities of the Vice President for Equity & Inclusion and 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 OEI is responsible on a continuing basis for thorough knowledge of federal and state laws, regulations, and overseeing the development of the University Affirmative Action Plan. In addition, the OEI assists with the classified hiring process.

Specific Functions of the Vice President for Equity & Inclusion and OEI Staff

1. Develop, coordinate, evaluate, monitor, report, and implement the University Affirmative Action Plan.
2. Revise the Affirmative Action Plan subject to the approval by the President. Work directly with appropriate federal or state agencies or offices and serve as principal contact with state and federal representatives in affirmative action reviews of the institution.
3. Initiate and maintain contact with recruiting sources and organizations serving members of protected classes, in conjunction with other members in the University community.
4. Review, analyze, and evaluate all reports and statistical data pertaining to the University’s workforce for accuracy and progress made toward affirmative action goals and status of hiring and promoting minorities and women.
5. Coordinate all staff involved in the implementation of the Affirmative Action Plan through the development of written guidelines, resource files, orientation sessions, and individual advisement.
6. Meet and train all search committees on the recruitment and search process including affirmative action guidelines and goals. OEI provides the committees with written affirmative goals for both classified and unclassified searches.
7. The Vice President for 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. Mitigate any discriminatory conduct and investigate all complaints of alleged discrimination.
9. The Vice President for OEI and the OEI staff lead the development and administration of diversity, sexual harassment, and Title IX training.
10. The Vice President for OEI leads the Employee Advisory Council whose responsibilities include but are not limited to the following: 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 the following staff served during this reporting period:

- Daniel Moreland, Director, Employee & Labor Relations

- Gabriella Flores-Erazo, Associate in Human Resources
- Mary Cavanaugh, University Human Resources Administrator
- Norma Rivera, Associate in Human Resources
- Claudia Richards Meade, Assistant in Human Resources
- Christine Derwitsch, Assistant in Human Resources
- Doreen Revoir, Assistant in Human Resources
- Victoria Karwowski, Administrative Operations Assistant

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 structures. In addition, the HR Office is responsible on a continuing basis for thorough knowledge of federal, state, and the University affirmative action requirements. The Director of Employee & Labor Relations works closely with the OEI regarding employee relations issues in the workplace.

Human Resource staff assists the OEI 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 EAC 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, policy and law updates, and the University's 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 EAC, 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 President's Commission on Diversity, Equity, and Inclusion; 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 committees, 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 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 Vice President of Equity and Inclusion informs other administrators on the progress of the goals during each recruiting period.

ACTIVITIES DURING THIS REPORTING PERIOD

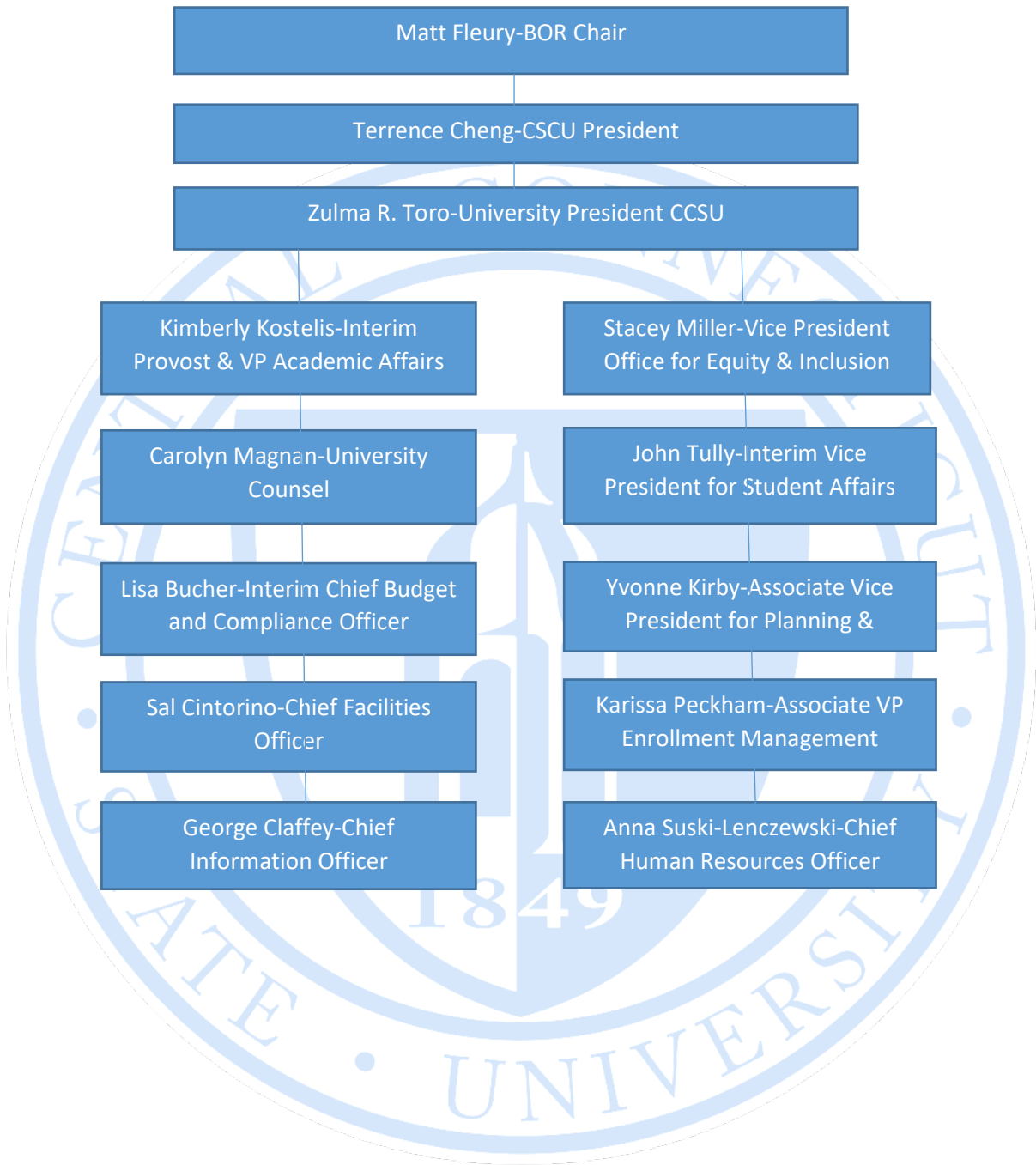
1. OEI distributed the annual notice to all employees on March 1, 2021 (located in the Internal Communication section of this Plan).
2. In November 2020, the Interim Vice President for Equity & Inclusion submitted a copy of the Executive Summary of the AA plan and related policy/procedural updates to the Executive Committee.
3. The Vice President for Equity & Inclusion was an active participant of the monthly executive staff meetings. During these meetings, Dr. Miller discussed updates to policies, procedures, programming, and developments on other issues related to EEO/AA and Title IX matters.

4. OEI staff ensured that each building had the required EEO/Nondiscrimination and sexual harassment posters and those were properly displayed.
5. The Vice President for Equity & Inclusion regularly met with Deans, Supervisor, Managers and Administrators to discuss the recruitment and selection processes and procedures related to their respective areas.
6. The Vice President for Equity & Inclusion 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. The AAUP Minority Recruitment and Retention Committee; the SUOAF-AFSCME Minority Recruitment and Mentoring Committee; 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. OEI staff distributed more than 1,500 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. OEI staff met with every search committee for all searches included in the plan. During the AA plan period, Dr. Miller 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 meetings 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 OEI 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 are reminded of their responsibility to act to prevent harassment of employees through affirmative action efforts.
15. OEI staff 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 is responsible for the monitoring of all their hiring and promotion actions through the reporting period.
16. OEI 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 OEI 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. **A complete list of cultural events is available in Section 6. Internal Communication Supportive Materials.**

Leadership of Major Divisions and Units



President's Commission on Diversity, Equity and Inclusion

2020-2021 Membership Roster

| First Name | Last Name | Title/Department | Nominated By | Contact Information |
|------------|-----------|---|---|--|
| Christina | Robinson* | Interim AVP for Graduate Studies | Academic Affairs | 860-832-2364 christinarobinson@ccsu.edu |
| Nicole | Spencer | Registrar Services Assistant | Academic Affairs | 860-832-2236 spencern@ccsu.edu |
| Elizabeth | Spear | Director, The Learning Center | Academic Affairs | 860-832-1908 spear@ccsu.edu |
| Rene | Karas | Facilities Operations Coordinator | Administrative Affairs | 860-832-3387 karasr@ccsu.edu |
| Evelyn | Phillips | Professor, African American Studies, Anthropology | Center for Africana Studies | 860-832-2617 phillipse@ccsu.edu |
| Momar | Ndiaye | Director | Center for International Education | 860-832-2040 mndiaye@ccsu.edu |
| Helen | Abadiano | Director | Center for East Asian Studies | 860-832-2180 abadiano@ccsu.edu |
| Juan | Coronado | Assistant Professor, Department of History | Latin American, Latino & Caribbean Center | 860-832-2820 jdcoronado@ccsu.edu |
| Charisse | Levchak | Assistant Professor, Department of Sociology | College of Liberal Arts and Social Sciences | 860-832-3141 cclevchak@ccsu.edu |
| Abigail | Adams | Professor, Department of Anthropology | College of Liberal Arts and Social Sciences | 860-832-2616 adams@ccsu.edu |
| Toyin | Ayeni | Chair | Committee on the Concerns of Women | 860-832-2052 ayeio@ccsu.edu |
| Awilda | Reasco* | Director | PreCollegiate and Access Services | 860-832-1905 reasco@ccsu.edu |
| Rusty | Barcelo* | Interim VP, Office of Equity and Inclusion | Equity and Inclusion | 860-832-0178 barcelo.n@ccsu.edu |

| | | | | |
|-----------|--------------|--|---|--|
| Jan | Bishop* | Associate Professor, Physical Education and Human Performance | Faculty Senate | 860-832-2156 bishopj@ccsu.edu |
| Catherine | Kurkjian | Professor, Literacy, Elementary and Early Childhood Education | Faculty Senate | 860-832-2179 kurkjianc@ccsu.edu |
| Kurt | Love | Associate Professor, Educational Leadership, Policy & Instructional Technology | Faculty Senate Diversity Committee Chair | 860-832-2124 lovekua@ccsu.edu |
| Julie | deFalco | Controller, Budget Office | Fiscal Affairs | 860-832-2551 Julie.defalco@ccsu.edu |
| Gabriela | Flores-Erazo | Human Resources Associate | Human Resources | 860-832-1760 Gabriela.s.flores-erazo@ccsu.edu |
| Enrique | Romero | Information Technology | Information Technology | Enrique.romero@ccsu.edu |
| Amy | Strickland | Associate Director for Compliance | Institutional Advancement (Athletics) | 860-832-3019 stricklanda@ccsu.edu |
| William | Mann | Director, LGBT Center Department of History | GLBTQ Advisory Committee | 860-832-2091 williammann@ccsu.edu |
| Joanna | Flanagan* | Victim Advocate | Office of Equity and Inclusion | 860-832-3795 jflanagan@ccsu.edu |
| Pamela | Whitley* | Senior Equity Inclusion Officer | Office of Equity and Inclusion | 860-832-1653 Pamela.whitley@ccsu.edu |
| Larry | Hall | Director of Recruitment and Admissions | Office of Recruitment and Admissions | 860-832-2298 halllaw@ccsu.edu |
| Chris | Gutierrez | Veterans Affairs Coordinator | Office of Veterans Affairs | 860-832-2838 Gutierrezc@ccsu.edu |
| Jean | Alicandro | Director | Residence Life | 860-832-1664 |

| | | | | |
|------------|-----------------|---|---|--|
| | | | | alicandro@ccsu.edu |
| Sarah | Stookey | Associate Professor, Management and Organization | School of Business | 860-832-3284 stookeysab@ccsu.edu |
| Guruprasad | Gadgil | Management Information Systems | School of Business | Gg3555@ccsu.edu |
| Tatiana | Melendez-Rhodes | Assistant Professor, Counselor Education and Family Therapy | School of Education and Professional Studies | 860-832-2256 tatianam@ccsu.edu |
| Jesse | Turner | Professor, Literacy, Elementary & Early Childhood Education | School of Education and Professional Studies | 860-832-2178 TurnerJ@ccsu.edu |
| Shelly | Jones | Professor, Mathematical Sciences | School of Engineering, Science and Technology | 860-832-2857 jonessem@ccsu.edu |
| Olusegun | Odesina | Professor, Computer electronics & Graphics Technology | School of Engineering, Science and Technology | 860-832-1833 odesina@ccsu.edu |
| Patricia | Bingham | Student | Student Affairs | 860-518-6281 patriciab@my.ccsu.edu |
| Joanne | Milke | Chair, Disability Advisory Committee | President's Advisory Committee for Students with Disabilities | 860-832-1952 jmilke@ccsu.edu |
| Briana | Kuo | Student | Student Government Association | kuob@my.ccsu.edu |
| Ravi | Ajodhi | Student | Student | 860-913-3033 rajodhi@my.ccsu.edu |
| Anastasia | Knight | Student | Student – PENDING | marco@my.ccsu.edu |

| | | | | |
|------------|----------------|--------------------|------------------------------|--|
| Amara | Osorio | Student | Student – PENDING | a.osorio@my.ccsu.edu |
| Carolyn | Magnan* | University Counsel | Office of University Counsel | 860-832-3715 magnanc@ccsu.edu |
| Jacqueline | Cobbina-Boivin | Coordinator | Women’s Center | 860-832-1656 Cobbina-boivin@ccsu.edu |
| Mann | William | Coordinator | LGBT Center | 860-832-2091 williammann@ccsu.edu |
| Pat | Bingham | UA | LGBT Center | 860-832-2091 Pat.bingham@ccsu.edu |
| | | | | |

*Ex-Officio Member

PERSONNEL ACTION REQUEST FORM
(THIS FORM MUST BE COMPLETED FOR ALL POSITIONS IN ALL BARGAINING UNITS)

AAP FORM 1
Search #: _____

PCN: 000_____ Requested by: _____ Department: _____ Phone: _____

ESTABLISH, REFILL and/or RECLASSIFY POSITION

Establish New Position Proposed Title and Rank: _____ Bargaining unit: SELECT ONE

Refill Vacant Position Prior incumbent: _____ Date vacated: _____

Title and Rank: _____ Current Salary: \$_____ B.U.: SELECT ONE

Reclassification of this vacancy is also being requested:

Proposed Title and Rank: _____ Proposed salary: \$_____ B.U.: SELECT ONE

OTHER POSITION(S) ACTION (for current incumbents)

- Reclassification / Promotion In-rank Adjustment TSHC (Classified)
 Retention Bonus Inequity salary adjustment 10.6 adjustment (SUOAF)

Employee: _____ Current Title/Rank/Salary: _____ \$_____

Proposed Title/Rank: _____ Proposed Salary adjustment: \$_____

FOR ALL REQUESTS

A written justification is required for all requests. Please attach the current job description and organizational chart to all requests to refill positions other than AAUP. Establishment of new positions and reclassification requests should include a proposed job description. All requests must include an explanation of how the transaction will be funded.

Proposed Start Date (on pay period): _____ F/T or P/T SELECT ONE # Hrs/Wk: _____

Appt Type: SELECT ONE Appt Length: SELECT ONE

AAUP ONLY: Appt Type: SELECT ONE *If Special Appt, per Art. 4.8.2, Type: SELECT ONE*

Defined Term (Coaches only): _____ Banner Index _____

Salary range minimum \$_____ Salary range maximum: \$_____ Proposed starting salary: \$_____

JUSTIFICATION. Include specific explanation of how this request will be funded.

(Attach additional sheet if necessary)

This request and the proposed funding plan are appropriate to support the needs of the Department.

Dean/Supervisor

Date

Provost/VP/Chief

Date

Funds are available to support the above request.

Budget Director/Chief Financial Officer

Date

Classification/compensation is appropriate.

Chief HR Officer

Date

Position
Control # _____

Search # _____

Recommended Candidates

Department _____ Position
Title/Rank _____

Instructions: See pages 31-32 of the **Hiring and Search Manual**. ~ **Submit all documents via Adobe sign.**

A **memorandum** summarizing the search committee’s assessment of **all** candidates listed as finalists in the AAP 3 or candidates interviewed must be attached. List the committee’s recommended (unranked) candidates below.

| Name of Recommended Candidate (For search committee use) | Gender/ Race/Ethnicity (For OEI office use only.) | Recommended Salary (To be completed by the hiring manager) | Recommended Start Date | Special Terms/Conditions (if applicable) |
|--|---|--|------------------------|--|
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |

| | | | | | |
|------------------------|------------------|------------------|---------------------|------------------|--------------------|
| RACE/ETHNICITY: | W = White | B = Black | H = Hispanic | O = Other | U = Unknown |
|------------------------|------------------|------------------|---------------------|------------------|--------------------|

Reference checks having been completed for all recommended candidates.

Search Chair _____
Date

Approvals: If the position supervisor is an Executive Committee member, the President’s signature is required.

Hiring Manager (position supervisor) _____
Date

Executive Committee Member (President, Vice President, or Chief Officer) _____
Date

Senior Equity & Inclusion Officer _____
Date

Chief Human Resources Officer _____
Date

LGBTQ Center Activity 2020-2021

TRAININGS & EDUCATION (both online and in-person)

August 2020

Resident Life/Resident Assistants Safe Zone Training 10 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

September 2020

Social Work Course Safe Zone Training 20 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

October 2020

Department of Business Management Safe Zone Training 30 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

Farmington School System Safe Zone Training 105 participants

Using the expertise of the CCSU LGBT Center team, to reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the Farmington school system.

November 2020

Pronoun Etiquette Campaign 20 participants

Public awareness event to bring attention to the need for accurate pronouns.

January 2021

Online Safe Zone Trainings for students 20 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

March - May 2021

Pronoun and Gender Policy Changes task force 12 participants

Spearheading the CSU systemwide policy changes around pronouns and gender.

July 2021

Resident Life/Resident Assistants Safe Zone Training 10 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

SA/LD Safe Zone Training

15 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

August 2021**Resident Life/Resident Assistants Safe Zone Training**

10 participants

To reduce the feeling of isolation and fear of discrimination and/or harassment for LGBT people within the CCSU community, and to provide resources at CCSU for this community.

PROGRAMMINGSeptember 2020**Hispanic Heritage Month**

40 participants

Evelyn Mantilla, former CT state legislator, first openly bisexual legislator.

October 2020**Women Working in Film**

15 participants

Discussion led by Cari Beauchamp, women's history specialist, on women in filmmaking, with focus on queer women.

Rainbow Awards

30 participants

Presenting annual awards for support to the community and scholarships to two student winners of the Spada-Childers LGBTQ Scholarship.

December 2020**World AIDS Day Forum**

35 participants

Three local and one national HIV activists and healthcare providers. Particular attention was paid to HIV and youth of color.

April 2021**LGBTQ Local Activists/ 30th Anniversary of CT Gay Rights Law**

60 participants

Long-time and current activists discussed how the laws were passed and their impact, and where the movement goes from there, in community forum setting.

May 2021**Lavender Graduation**

30 participants

Honoring our graduating class of LGBTQ students.

Ongoing CCSU LGBT Center Resources**Transparent Weekly Discussion Group**

Student-led peer support group for trans and non-binary students and their families.

LGBTQ+ Support Group Listening without Prejudice.

Run by Victoria Ginter from Counselling and Wellness.



CENTRAL
CONNECTICUT STATE UNIVERSITY

Search Committee Charge Memo & Supplemental Information

The Office for Equity and Inclusion
Dr. Stacey A. Miller
Vice President for Equity and Inclusion
stacey.miller@ccsu.edu

**Central Connecticut State University
Charge of the Search Committee**

Position:

Search Number:

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.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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 for Equity and Inclusion 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. At the end of the search, the search committee file should be returned to the HR office.
8. 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.

I. AAP-2: Affirmative Action search plan N/A – Handled through Human Resources

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 for Equity and Inclusion DOES NOT have any available funds for advertisement.

II. 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 a_____. The Office for Equity and Inclusion will provide demographic information to the committee when the AAP3 is submitted about the candidate.
10. Do not interview anyone until this form is completely approved. The Office for Equity and Inclusion might reject an AAP3 form if the pool of finalists does not include an applicant from the target group.
11. If you have candidates from outside the local area, telephone interviews must be conducted. After telephone interviews are conducted, the search committee will conduct telephone reference of the candidates that are still being considered for the on-campus interviews. Once this has been done, please email the Office for Equity and inclusion the names of the candidates who will be invited for the final on-campus interviews. You will receive a final approval to proceed via email.

III. Interviews (Telephone and On-campus Interviews):

1. Read through the "Hiring and Search Manual" before beginning to interview. (<http://www.ccsu.edu/page.cfm?p=4176>). 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 did not 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.

IV. AAP-4 form:

1. Fill out the unranked candidates' names only.
2. Attach the memo to the hiring manager. The memo must address all the finalists that were listed on the AAP3.
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.

11/11/21
Edited

Unconscious Bias Terminology

Micro Advantage:

Unconscious behaviors that often bestow unearned advantages to the receiver that supports them in building relationships, obtaining employment, receiving promotions, and feeling a sense of comfort, which allows them to navigate environments more easily (Miller, S.A. 2013).

Micro Inequities

Refers to the ways in which individuals are either “singled out,” overlooked, ignored, or otherwise discounted, [often] based on an innate characteristic such as race or gender. They are typically birthed out of unconscious learned behaviors from the media, family and reinforced by institutions such as government and faith based communities (Koen, pg. 25).

Confirmation Behavioral Bias

Is a tendency of people to favor information that confirms their beliefs. People display this bias when they gather or remember information selectively, or when they interpret it in a biased way. The effect is stronger for emotionally charged issues and for deeply entrenched beliefs. They also tend to interpret ambiguous evidence as supporting their existing position (http://en.wikipedia.org/wiki/Confirmational_bias).

Example: A Black candidate has a difficult time communicating a perspective during an interview, thus confirming that Black people are inarticulate.

Stereotype Threat

Is the experience of anxiety or concern in a situation where a person has the potential to confirm a negative stereotype about their social group. Since its introduction into the academic literature in 1995, stereotype threat has become one of the most widely studied topics in the field of social psychology. First described by social psychologist Claude Steele and his colleagues, stereotype threat has been shown to reduce the performance of individuals who belong to negatively stereotyped groups. If negative stereotypes are present regarding a specific group, they are likely to become anxious about their performance, which may hinder their ability to perform at their maximum level (http://en.wikipedia.org/wiki/Stereotype_threat).

Example: A Black candidate is aware of the stereotype that Black people are less articulate than White people, and makes several speaking errors during their presentation.

“Similar to Me”

Tendency to like people we see as being similar to ourselves, often based on innate characteristics like race, gender or age.

Halo Effect or Halo Error

Is a cognitive bias in which our judgments of a person's character can be influenced by our overall impression of them. It can be found in a range of situations from the courtroom to the classroom and in everyday interactions. The halo effect was given its name by psychologist Edward Thorndike; subsequent researchers have studied it in relation to attractiveness and its bearing on the judicial and educational systems.

Example: Even though the candidate did not answer the "diversity and inclusion" questions well, which is a significant criteria for the position, she did give outstanding answers related to supervision and crisis response, which are also important aspects of the job - so I believe they are still hireable.
(http://en.wikipedia.org/wiki/Halo_effect).

Distorted Personality Type Theory

The inclination to base hiring decisions based on specific traits the employer and/or interviewer believe is needed in order to perform well in the position.

Example: Police officers and teachers **have to be extroverted** in order to work with the community and children.

Good Worker Image

A mental image of what a "good worker" acts and performs like, and favoring candidates that match that image. This can result in unfair criticism of other candidates who fit the stereotype.

Example: Joseph was one of the best Assistant Director's we've ever had. He went above and beyond, always stayed late, and sometimes worked on weekends. We need to hire someone just like Joe.

Prejudice

The judgment of a reviewer is clouded by personal views of a particular group or type of people.

Example: Region, Faith, Political Affiliation, etc.

Coded Language

- The are just "*not the right fit*"
- "*We need someone who can hit the ground running*"
- They are not "*professional*"
- "Lacks a professional communication style"
- "Couldn't see them working with faculty"
- "Would work well with first- years"
- "Well-spoken/articulate"
- "I felt..."
- "Just had a spark"
- "Talks too fast"
- "Talks too slow"
- Can you think of others?

Diversity Questions for the Interview Process

Group 1

- What communities have you worked in that are different from your own and what was your role?
- What was the most important lesson you learned from that experience?
- Provide some examples of your past current participation in organizations that represent historically underserved/underrepresented groups.

Group2

- Tell us about a time you worked with someone who had a significant social identity that was different from your own. What were the rewards and challenges of working with that person?

Group 3

- What does cultural and/or intercultural competence mean to you?
- What learning activities or experiences have you participated in relation to diversity?
- Describe how you will continue to develop your intercultural competence?

Group 4

- Please tell us what on-going professional development toward diversity awareness have you participated in?
- How have you applied that learning to your professional life?
- What opportunities have you taken advantage of to participate in internal teams or committees focused on diversity awareness?
- What activities outside of work have you engaged in that focus on addressing the needs of underrepresented groups?

Group 5

- When have you told the truth and paid the price?
- Do you give back to your community? If so how?
- If you volunteer, where and why?

From: [Flores-Erazo, Gabriela S. \(Human Resources\)](#)
To: [Bigelow, Lisa \(SUOAF\)](#)
Cc: [Chancey, Denise \(Office of University Counsel\)](#); [Rodas, Erin R. \(Office of Equity and Inclusion\)](#); [Magnan, Carolyn \(University Counsel\)](#); [Whitley, Pamela N. \(Equity and Inclusion\)](#); [Flores-Erazo, Gabriela S. \(Human Resources\)](#)
Subject: FW: CCSU SUOAF Position Announcement: Sexual Assault and Violence Prevention Specialist - Failed Search
Date: Wednesday, December 23, 2020 8:29:00 AM
Attachments: [image001.png](#)
[SexualAssaultAndViolencePrevention_SAVP_Specialist_III_12_3_20.pdf](#)

Hello Lisa,

The internal search for the Sexual Assault and Violence Prevention Specialist has failed . This position will now post externally under search number C21-031. Please reply all and confirm the SUOAF representative that the union is designating for this search. Thank you .

Sincerely,

Gabriela S. Flores - Erazo

Gabriela S. Flores-Erazo
Associate in Human Resources
Central Connecticut State University
E-Mail: gabriela.s.flores-erazo@ccsu.edu
Phone: (860) 832-1760
Fax: (959) 255 – 8790



From: Flores-Erazo, Gabriela S. (Human Resources)
Sent: Tuesday, December 8, 2020 9:30 AM
To: krippa@ct.edu; Lopez, Mike - BOR HR <MLopez@commnet.edu>; Glende, Leah - BOR AA <glendel@ct.edu>; [SUOAF Designees Email for Job Postings <SUOAF-Job-Notice-Designees@suoaf.org>](mailto:SUDOAF Designees Email for Job Postings <SUOAF-Job-Notice-Designees@suoaf.org>); Eisenbach, Theresa A <TEisenbach@commnet.edu>; MLugo@commnet.edu; EFederico@commnet.edu; CHigney@commnet.edu; Fred Cratty <CrattyF@wcsu.edu>; Peggy Boyle <BoyleP@wcsu.edu>; Jesenia Minier-Delgado <minierdelgadoj@wcsu.edu>; Keisha Stokes <StokesK@wcsu.edu>; Weinberger, Steven <weinbergers2@southernct.edu>; Carson, Darci L. <carsond1@southernct.edu>; napielloj1@southernct.edu; Rice, Paula <ricep1@southernct.edu>; [Suski-Lenczewski, Anna E. \(Human Resources\) <lenczewskia@ccsu.edu>](mailto:Suski-Lenczewski, Anna E. (Human Resources) <lenczewskia@ccsu.edu>); [Moreland, Daniel R. \(Human Resources\) <daniel.moreland@ccsu.edu>](mailto:Moreland, Daniel R. (Human Resources) <daniel.moreland@ccsu.edu>); [Cavanaugh, Mary Narciso \(Human Resources\) <cavanaughm@ccsu.edu>](mailto:Cavanaugh, Mary Narciso (Human Resources) <cavanaughm@ccsu.edu>); [Flores-Erazo, Gabriela S. \(Human Resources\) <gabriela.s.flores-erazo@ccsu.edu>](mailto:Flores-Erazo, Gabriela S. (Human Resources) <gabriela.s.flores-erazo@ccsu.edu>)

erazo@ccsu.edu>; DeLisa, Ken - Eastern HR (Interim HR <delisak@easternct.edu>; Osuba, Gayl - Eastern HR <osubag@easternct.edu>; Ardell, Lourdes - Eastern HR <ardell@easternct.edu>; Zhu, Jianguo (Jay) - Eastern HR <zhuji@easternct.edu>; Jesenia Minier <minierj@wcsu.edu>
Cc: Rodas, Erin R. (Office of Equity and Inclusion) <erodas@ccsu.edu>; Whitley, Pamela N. (Equity and Inclusion) <pamela.whitley@ccsu.edu>; Magnan, Carolyn (University Counsel) <MAGNANC@ccsu.edu>; Bigelow, Lisa (SUOAF CCSU Chapter President) <lisa.bigelow@suoaf.org>
Subject: CCSU SUOAF Position Announcement: Sexual Assault and Violence Prevention Specialist

Central Connecticut State University
CSU-SUOAF Promotional Opportunity
Sexual
Assault and Violence Prevention Specialist
Administrator III
Office of Equity and Inclusion

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 **Erin Rodas** at erodas@ccsu.edu. Please include the position title in the email subject line.

Application Deadline: Applications must be received by December 22, 2020

Sincerely,

Gabriela S. Flores - Erazo

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