

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 of Equity & Inclusion was the full-time employee designated by the CCSU President to serve as CCSU's Affirmative Action Officer. Dr. Nancy Barcelo reported directly to the CCSU President during the reporting period. The Office of Equity & Inclusion (OEI), which is supervised by Dr. Barcelo, includes the Ruth Boyea Women's Center, which serves as a 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 the Senior Equity & Inclusion Officer (SEIO), Ms. Pamela Whitley report directly to the Interim Vice President of Equity & Inclusion. The OVA Advocate, Ms. Joanna Flannigan report to the SEIO. In November 2019, two Equity & Inclusion Associates (Lisette Cobb and Ashiah Richeme-Alcide) were hired and reported directly to the SEIO. Mrs. Ashiah Richeme-Alcide worked in OEI until March 2020. In addition, University Assistant, Richard Kirby reported to SEIO until December 2019 and in January 2020, Administrative Assistant, Erin Rodas was hired to report to the Interim VP of Equity & Inclusion and the Senior Equity & Inclusion Officer.

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 Interim Vice President of 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 of Equity & Inclusion) (100%)

The Interim Vice President of Equity & Inclusion, Dr. Nancy Barcelo, 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 Equity & Inclusion consisted of Dr. Nancy Barcelo, Ms. Pamela Whitley, Senior Equity & Inclusion Officer, two Equity & Inclusion Associates, Ms. Lisette Cobb and Ms. Ashiah Richeme-Alcide, one University Assistant, Richard Kirby and an Administrative Assistant, Mrs. Erin Rodas through the reporting period.

Other responsibilities of the Interim Vice President of 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, state, and the University affirmative action requirements. In addition, the OEI assists with the classified hiring process.

Specific Functions of the Interim Vice President of Equity & Inclusion and OEI 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. 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, OEI provides the committees with written affirmative goals.
7. 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 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 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:

- Daniel Moreland, Director Employee & Labor Relations
- Gabriella Flores-Erazo, Associate in Human Resources, DOH 8/16/19
- Mary Cavanaugh, University Human Resources Administrator
- Joanne Callahan, Assistant Director in Human Resources
- Norma Rivera, Associate in Human Resources through DOH 8/30/19
- Claudia Richards Meade, Assistant in Human Resources

- Christine Derwitsch, Assistant in Human Resources
- Doreen Revoir, Assistant in Human Resources
- Victoria Karwowski, Administrative Operations Assistant DOH 5/10/19

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 Director 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 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 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 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. OEI distributed the annual notice all employees on June 9, 2020 (this can be located in the Internal Communication section of this Plan).
2. In December 2019, the Interim Vice President of Equity & Inclusion 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 Interim Vice President of Equity & Inclusion was an active participant of the monthly executive staff meetings. During these meetings, Dr. Barcelo discussed updates to policies, procedures, programming and developments on other issues related to EEO/AA and Title IX policies, procedures, programming and development on other related AA/EEO and Title IX matters.
4. During the reporting period, OEI ensured that each building had the required EEO/Nondiscrimination and sexual harassment posters and those were properly displayed.
5. During the reporting period, the Interim Vice President of 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. During the reporting period, the Interim Vice President of 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. 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, OEI 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. OEI staff met with every search committee for all searches addressed in the plan. During the AA plan period, Dr. Nancy Barcelo 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 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 must act to prevent harassment of employees through affirmative action efforts.
15. During the reporting period, OEI 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. 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.

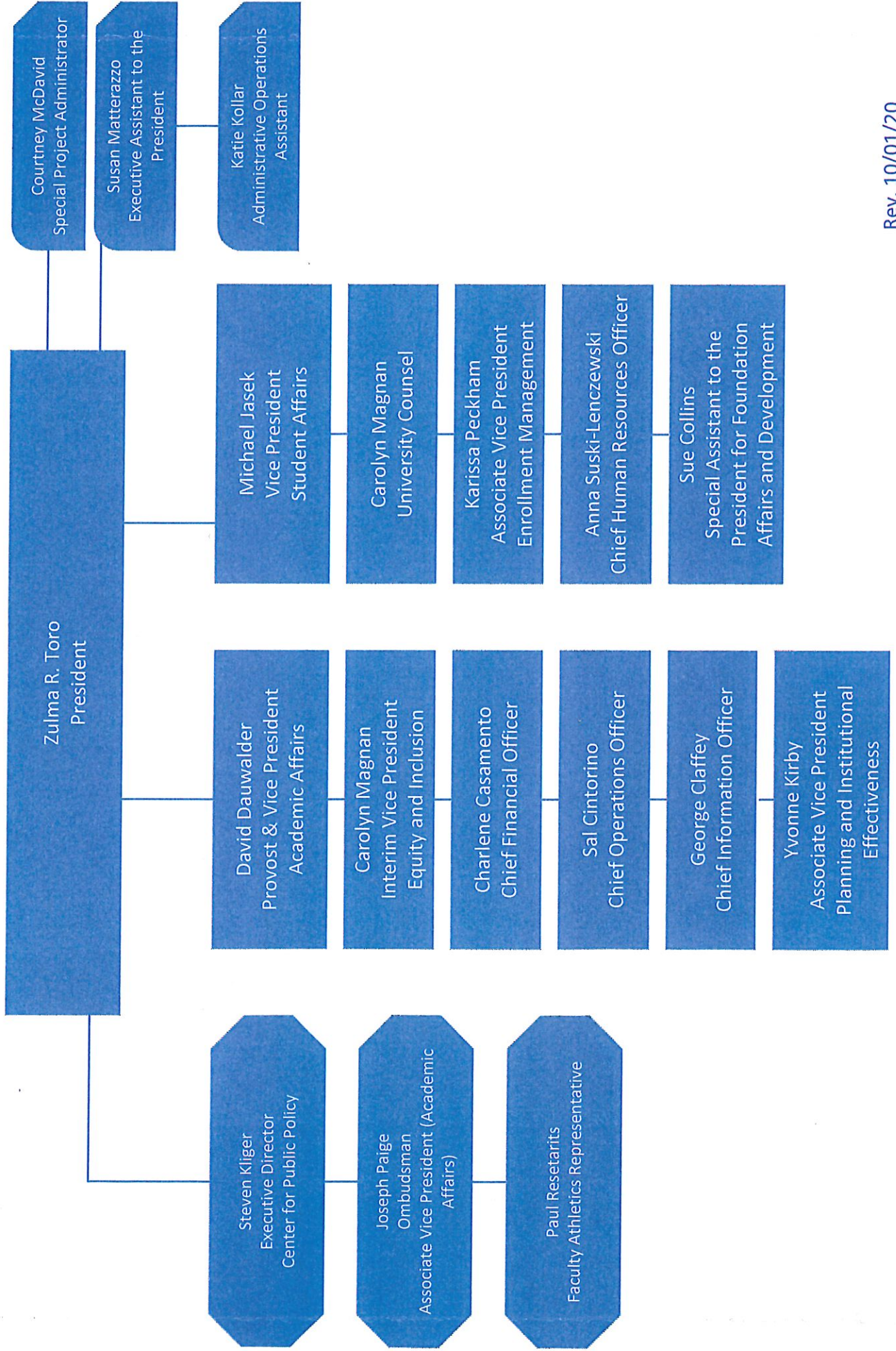
19. Each major division works with community relations programs in efforts to improve the quality of relations between Central Connecticut State University and the outside community, minority organizations, women's organizations, organizations of and for persons with disabilities, organizations of and 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

Matt Fleury -BOR Chair	
Mark Ojakian CSU President	
Zulma R. Toro –University President	
David Dauwalder-Provost & VP Academic Affairs	Sue Collins- Special Assistant to the President for Foundation Affairs
Carolyn Magnan – Interim VP Equity & Inclusion and Pamela Whitley – CCSU AAO	Michael Jasek – VP Student Affairs
Charlene Casamento – Chief Financial Officer	Carolyn Magnan- University Counsel
Sal Cintorino – Chief Facilities Officer	Karissa Peckham – Associate VP Enrollment Mgmt
George Claffey – Chief Information Officer	Anna Suski-Lenczewski –Chief Human Resources Officer

Office of the President



President's Commission on Diversity, Equity and Inclusion

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
Renata	Vickrey	University Archivist	Academic Affairs	860-832-2085 vickreyr@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
			Administrative Affairs	
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	Professor	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 clevchak@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 aveio@ccsu.edu
			Enrollment Management	
Awilda	Reasco	Director	ConnCAP and EOP	860-832-1905 reasco@ccsu.edu

Sinead	Ruane	Assistant Professor, Management and Organization	School of Business	860-832-3287 ruane@ccsu.edu
Kaustav	Misra	Associate Dean	School of Business	860-832-3223 kmisra@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	
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
			University Counsel	
Jacqueline	Cobbina-Boivin	Coordinator	Women's Center	860-832-1656 Cobbina-boivin@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 blshopj@ccsu.edu
Catherine	Kurkjian	Professor, Literacy, Elementary and Early Childhood Education	Faculty Senate	860-832-2179 kurkjlanc@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
			Information Technology	
Amy	Strickland	Associate Director for Compliance	Institutional Advancement (Athletics)	860-832-3019 stricklanda@ccsu.edu
William	Mann	Director	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	Diversity Associate	Office of Equity and Inclusion	860-832-1653 Pamela.whitley@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	Stokey	Associate Professor, Management and Organization	School of Business	860-832-3284 stokeysab@ccsu.edu

Rodas, Erin R. (Office of Equity and Inclusion)

From: Flores-Erazo, Gabriela S. (Human Resources)
Sent: Tuesday, November 17, 2020 10:05 AM
To: Lupachino, Keri (Financial Aid)
Cc: Bucher, Lisa (Budget); Rodas, Erin R. (Office of Equity and Inclusion); Whitley, Pamela N. (Equity and Inclusion); Flores-Erazo, Gabriela S. (Human Resources); Peckham, Karissa L. (Enrollment Management)
Subject: Approve AAP1 / External Search Assistant Director of Financial Aid C21-029
Attachments: Hiring_and_Search_Manual.pdf; AAP1 - C21-029 Assistant Director of Financial Aid.pdf; C21-029 Assistant Director of Financial Aid - Draft posting.docx; AAP-2 10_20.doc; AAP-3 10_20.doc; AAP-4 10_20.docx

Good Morning Keri,

Per your confirmation, the internal search for Assistant Director of Financial Aid has failed. You may now request external posting for this position. I have included you in the notification email to Lisa Bigelow that the internal search failed. **As an FYI, this position has been approved by President Toro to recruit and hire as of 10/26/2020.**

It has been confirmed to me that Margaret Nowicki is the SUAOF representative confirmed by the union. I have assigned search number **C21-029** for this external search. If you have not done so already, please notify all internal candidates that you are moving onto external posting and if they wish to reapply they can do so by applying through the CCSU HR job opportunities website.

You will need to submit the AAP2 with the search number and a copy of the draft posting. I have put together a draft for you but you will need to complete the highlighted areas to include the posting close date and the person designated to receive inquires while the position is posted. This could be the search committee chair if you wish.

To begin the recruiting process, please do the following:

1. Identify a search chair and committee. Please be sure that the committee meets our diversity requirements and include the SUAOF Union representative for the search.
2. Review and ensure your search chair reviews the University's Hiring and Search Manual (attached).
3. Complete the attached AAP-2 with the search number and forward with a copy of the job posting **via adobe sign** for everyone to sign including OEI. Please be sure to copy me on the adobe sign so I can receive the AAP2 and job advertisement as soon as it is signed by Pamela in OEI.
4. Schedule a time with Pamela Whitley to meet with the search committee to receive the recruitment charge.

Be sure to add all posting websites on the AAP2. Just a reminder that free advertisement sources that are provided by HR if indicated on the AAP2 are Chronicle of Higher Ed, HigherEdjobs.com, and Diversity.com. If you are requesting to post on paid advertisement sources, please include the banner index number for each site. Once I receive the AAP2 back from Pamela in OEI or via adobe sign I will proceed with posting.

For your convenience additional recruitment forms (AAP3 and AAP4) can be found on our website at <https://www.ccsu.edu/hr/forms/hiringandsearch.html>

Sincerely,

Gabriela S. Flores - Erazo

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



CENTRAL
CONNECTICUT STATE UNIVERSITY

Central Connecticut State University
Charge of the Search Committee

Position: Director of Financial Aid

Search Number: C20-028

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 of Equity & 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 of Equity & 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 **Black Male, AAIANHNPI Male and AAIANHNPI Female (AAIANHNPI= Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander)**. The Office of Equity & 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 of Equity & 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 of Equity & 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.

11/30/20
Edited

AFFIRMATIVE ACTION SEARCH PLAN

Department _____

Position Title _____

INSTRUCTIONS: Complete the AAP Form 2 and attach a draft of the proposed advertisement.

PROPOSED AD *(Attach a draft of the proposed advertisement) Please see attached sample.*

The advertisement is not a job description. The ad must include required and preferred qualifications and state either a deadline for applications or a date to begin review of applications. Please note: If no deadline to submit applications is specified, all applications must be reviewed until the position has been filled. No position may be advertised until the AAP- 2 form has been approved. Any changes require approval of the signatories.

ADVERTISING

(The Human Resources Department provides funding for one reasonably priced classified ad. Additional advertising, with the exception of ads paid for by MRRC and MRMC, is the responsibility of the hiring department).

Recommended journals/newspapers for advertisements:
(Specify print or web)

Banner index to be charged:

(Human Resources Dept)

ADDITIONAL RECRUITMENT EFFORTS

(Include anticipated attendance at conferences, postings, electronic mailing lists, networking, etc.)

PROPOSED SEARCH COMMITTEE *(Must include a member of an underrepresented group)*

RACE/ETHNIC CODE: W = White B = Black H = Hispanic O = Other U = Unknown

		Gender/ They	Race/ Ethnicity		Gender/ They	Race/ Ethnicity
1	Chair	_____	_____	4	_____	_____
2	_____	_____	_____	5	_____	_____
3	_____	_____	_____	6	_____	_____

Search Plan Approved by:

1	_____	Date	2	_____	Date
	Department Head			Dean/Director	
3	_____	Date	4	_____	Date
	Executive Officer			Senior Equity & Inclusion Officer	

Once the Office of Equity & Inclusion has approved this form, the ad will be placed by the Human Resources Department.

AUTHORIZATION TO INTERVIEW/RECRUITMENT EFFORTS

Search # _____ CXX-XXX

Dept:	Position Title:	PCN:
-------	-----------------	------

Instructions: See pages 17 - 22 of the Hiring and Search Manual. Do not conduct interviews until this form has been completely approved. PLEASE ENCLOSE ALL CANDIDATES RESUMES.

FINALISTS---resumes must be attached

<u>LAST</u>	<u>FIRST</u>	<u>For office use only</u>		<u>REASON</u>
		<u>Race</u>	<u>Gender</u>	

Race/Ethnic Code: W = White B = Black H = Hispanic O = Other U = Unknown

APPROVALS:

1	Search Chair	Date	Comments
2	Pres./VP/Dean/Director	Date	Comments
3	Chief Diversity Officer	Date	Comments

NOTE: In addition to the hard copy, please submit an electronic copy to rosa.rodriguez@ccsu.edu.

Rev. 11/12

Search # XXXXXXXXXX CXX-XXX

MINIMALLY QUALIFIED -- resumes must be attached

<u>LAST</u>	<u>FIRST</u>	<u>For office use only</u>		<u>REASON</u>
		<u>Race</u>	<u>Gender</u>	

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

AAP FORM 1

Search #: _____

_____: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. 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.

Classification/compensation is appropriate.

Budget Director/Chief Financial Officer

Date

Chief HR Officer

Date

Position Control # _____

Search # _____

Recommended Candidates

Department _____ Position Title/Rank _____

Instructions: See pages 31-32 of the **Hiring and Search Manual**.

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 ODE 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:

Hiring Manager (Director/Dean) _____ Date _____

Executive Officer (Chief Officer, Vice President, President) _____ Date _____

Chief Diversity Officer _____ Date _____

Chief Human Resources Officer _____ Date _____



CCSU 2020 AFFIRMATIVE ACTION PLAN

Executive Summary

Abstract

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 Office of 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 2019 AA Plan noting three (3) weaknesses based on CHRO Reviewer Neva Vigezzi's recommendation. CCSU has incorporated these recommendations into the 2020 AAP.

CCSU Full-time Workforce Statistics Table

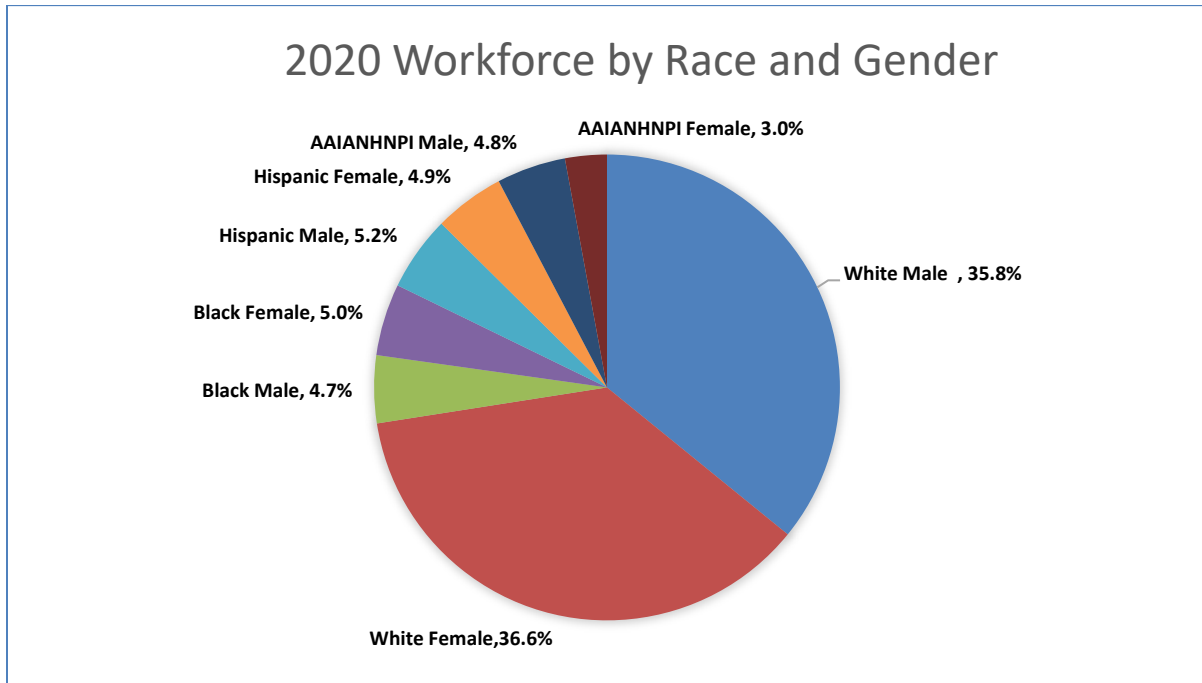
Category or Class	Grand Total	Total		White		Black		Hispanic		AAIANHNPI*	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive Management	32	19	13	11	10	5	1	1	2	2	0
		59.4%	40.6%	34.4%	31.3%	15.6%	3.1%	3.1%	6.3%	6.3%	0.0%
Faculty	419	232	187	164	145	15	11	14	11	39	20
		55.4%	44.6%	39.1%	34.6%	3.6%	2.6%	3.3%	2.6%	9.3%	4.8%
Coaching	29	22	7	16	6	6	1	0	0	0	0
		75.9%	24.1%	55.2%	20.7%	20.7%	3.4%	0.0%	0.0%	0.0%	0.0%
Professional Non-Faculty	240	89	151	70	111	7	16	10	19	2	5
		37.1%	62.9%	29.2%	46.3%	2.9%	6.7%	4.2%	7.9%	0.8%	2.1%
Clerical Secretarial	78	8	70	4	47	2	14	1	7	1	2
		10.3%	89.7%	5.1%	60.3%	2.6%	17.9%	1.3%	9.0%	1.3%	2.6%
Tech/ Para Professional	15	6	9	4	6	0	2	2	0	0	1
		40.0%	60.0%	26.7%	40.0%	0.0%	13.3%	13.3%	0%	0.0%	6.7%
Skilled Crafts	10	9	1	9	1	0	0	0	0	0	0
		90.0%	10.0%	90.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Maintenance	79	64	15	44	9	6	0	14	6	0	0
		81.0%	19.0%	55.7%	11.4%	7.6%	0.0%	17.7%	7.6%	0.0%	0.0%
Protective Services	19	16	3	8	2	2	1	6	0	0	0
		84.2%	15.8%	42.1%	10.5%	10.5%	5.3%	31.6%	0.0%	0.0%	0.0%
TOTALS	921	465	456	330	337	43	46	48	45	44	28
		100.0%	50.5%	49.5%	35.8%	36.6%	4.7%	5.0%	5.2%	4.9%	3.0%

Note: Includes FT and permanent appointments, excluding PT, Special & Temporary/Emergency appointments.

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

Faculty special appointments, University Assistants, Lecturers and Emergency hires, and graduate interns are not included in the full-time workforce.

Workforce by Race and Gender Chart



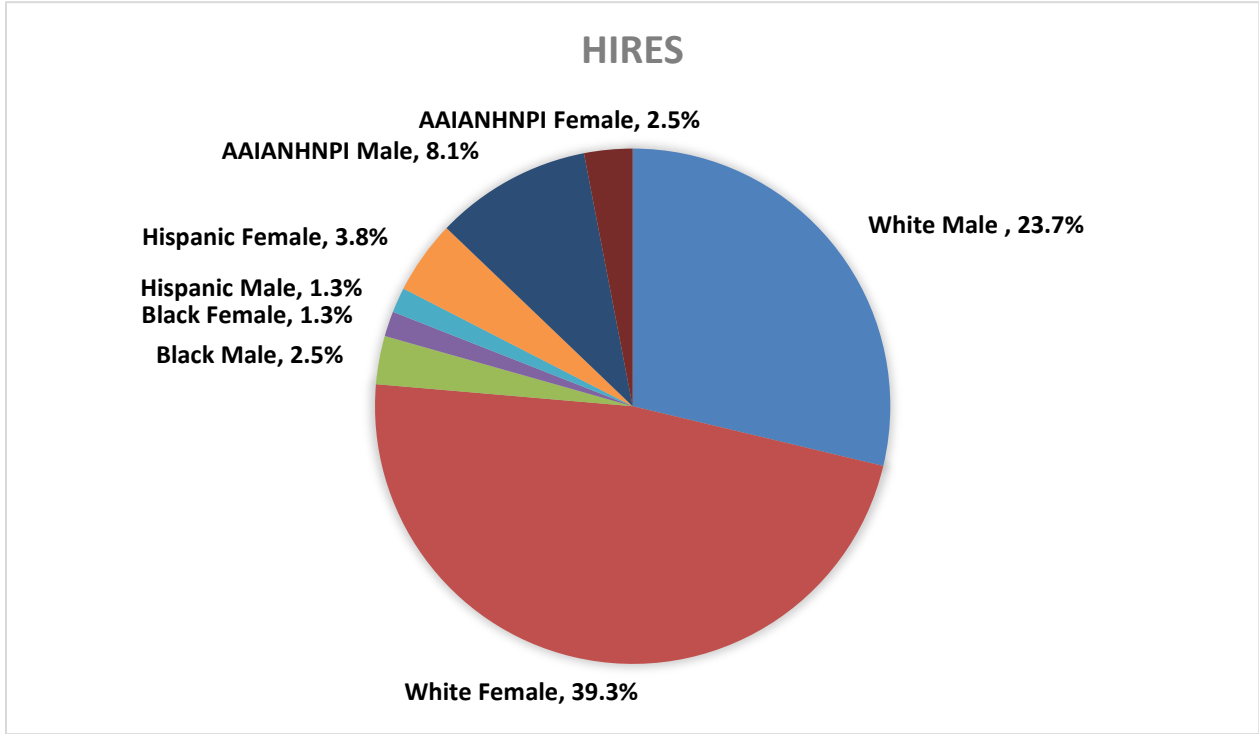
ANALYSIS OF HIRING ACTIVITY FOR 2019-2020 AFFIRMATIVE ACTION PLAN

Hiring Activity

This table includes only categories where hiring occurred between 8/1/2019 – 7/31/2020.
This excludes Professor Category.

EEO Category	White		Black		Hispanic		AAIANHNPI*		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Executive	1	0	0	0	0	0	1	0	2
Assistant Professor	7	9	0	0	0	0	3	2	21
Professional Non-Faculty	4	9	2	1	1	5	1	1	24
Clerical All Titles	1	2	1	0	0	0	0	1	5
Secretary 2	0	2	0	1	0	1	0	0	4
Tech/Para Professional	0	0	0	0	0	0	0	0	0
Skilled Craft Workers	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0
Custodians	0	0	1	0	1	0	0	0	2
Protective Services	1	0	0	0	0	0	0	0	1
Total	14	22	4	2	2	6	5	4	59
Percentage	23.7%	39.3%	2.5%	1.3%	1.3%	3.8%	8.1%	2.5%	

Hiring Summary Chart



For this reporting period, CCSU established seventy-one (71) hiring goals, and experienced fifty-nine (59) hires.

Hiring occurred in the occupational categories of Executive Administrative, Assistant Professor, Professional Non-Faculty, Clerical All Titles, Secretary 2, Custodians and Protective Services. Of the fifty-nine (59) hires that occurred during this reporting period, twelve (12) or (20.3%) of all hires met established reachable hiring goals.

EEO Category	Hires	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	2	0	0	0%
Faculty	21	10	5	30%
Professional Non-Faculty	24	14	4	28.6%
Other Staff (Classified)	12	42	5	11.9%
Total	59	71	12	20.3%

Additionally, in its commitment to diversify the workforce, the University hired fifteen (15) members of underrepresented groups that did not meet established goals:

- One (1) diverse hire in the **Executive Administrative** category: One (1) AAIANHNPI male.
- Four (4) diverse hires in the **Assistant Professor** category: Three (3) AAIANHNPI males; and One (1) AAIANHNPI female.
- Seven (7) diverse hires in the **Professional/Non-faculty** category: One (1) Black female, One (1) Hispanic male; and Five (5) Hispanic females.

- Two (2) diverse hires in the **Clerical** and **Secretary 2** category. One (1) AAIANHNPI female and one (1) Hispanic female.
- One (1) diverse hire in the **Custodian** category: One (1) Hispanic male.

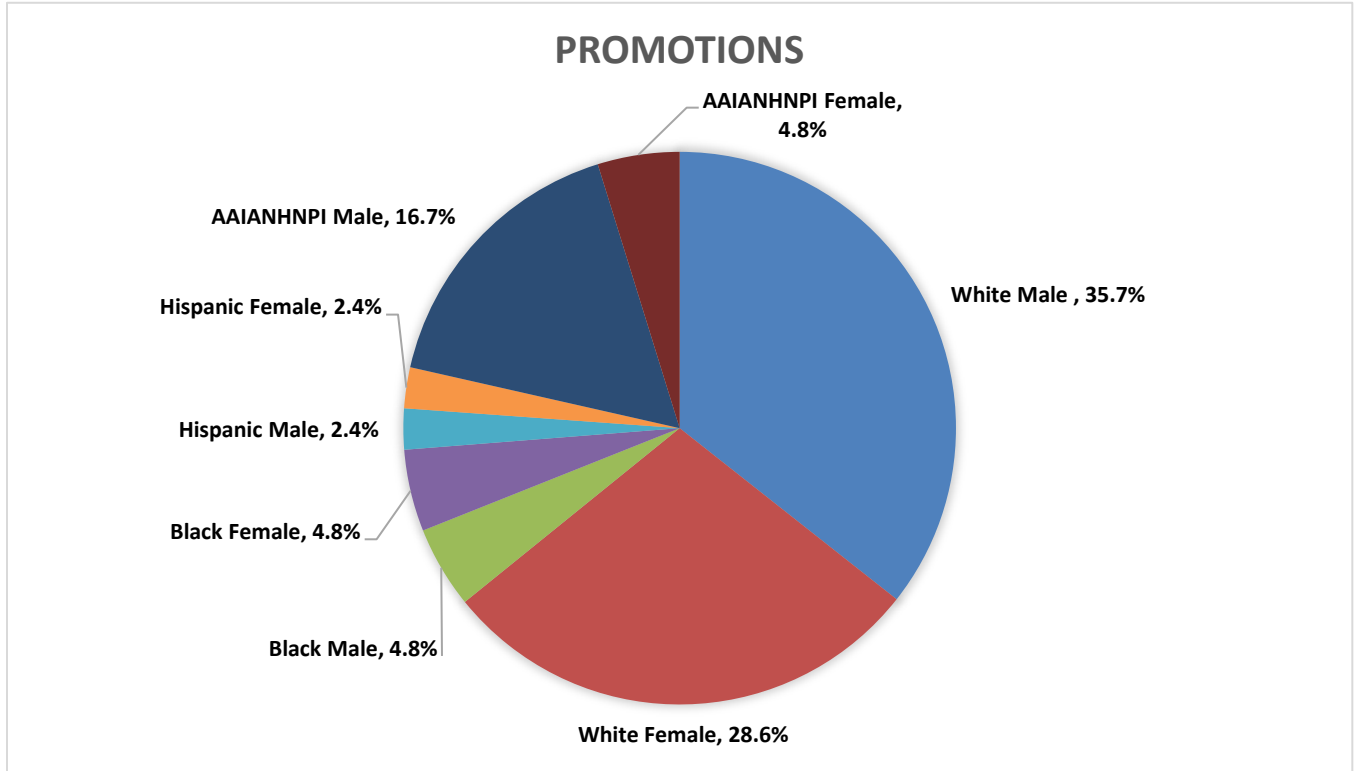
Goal candidates or candidates from historically underrepresented groups were part of most searches throughout the reporting period.

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

Promotional Activity

This table includes only categories where promotions occurred; excludes Assistant Professor, Custodians, and Skilled Crafts.

EEO Category	White		Black		Hispanic		AAIANHNPI		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Executive	0	1	0	0	0	0	0	0	1
Professor	6	5	1	0	0	0	5	1	18
Associate Professor	7	5	1	1	0	1	2	1	18
Professional Non-Faculty	1	1	0	0	1	0	0	0	3
Clerical All Titles	0	0	0	1	0	0	0	0	1
Service Maintenance	1	0	0	0	0	0	0	0	1
Total	15	12	2	2	1	1	7	2	42
Percentage	35.7%	28.6%	4.8%	4.8%	2.4%	2.4%	16.7%	4.8%	



For this reporting period, CCSU established forty-six (46) promotional goals and experienced forty-two (42) promotions. Promotions occurred in the occupational categories of Executive Administrative, Professor, Associate Professor, Professional Non-Faculty, Clerical –All Titles, and Service Maintenance.

Of the forty-two (42) promotions that occurred during this reporting period, sixteen (16) or thirty-eight point one percent (38.1%) met established reachable promotional goals.

EEO Category	Promotions	Goals	Goals Achieved	Percent of Goal Achievement
Executive Administrative	1	1	0	0%
Faculty	36	41	16	44.4%
Professional Non-Faculty	3	0	0	0%
Clerical All Tittles	1	2	0	0%
Service Maintenance	1	2	0	0%
Total	42	46	16	38.1%

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

- One (1) diverse promotion in the **Professor** category: One (1) Black male
- Two (2) diverse promotions in the **Associate Professor** category: Two (2) AAIANHNPI males
- One (1) diverse promotion in the **Clerical** category: One (1) Black female

Fifteen (15) diverse promotions occurred out of forty-two (42) promotions, or thirty-five point seven (35.7%), were either goal candidates or candidates from historically underrepresented groups.

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-one (41) faculty promotion goals and experienced thirty-six (36) promotions. Of the thirty-six (36) faculty promotions that occurred during this reporting period, sixteen (16) or forty-four point four percent (44.4%) met established reachable promotion goals.

Additionally, in its commitment to diversify the University promoted three (3) members of underrepresented groups that did not meet established goals:

- One (1) diverse promotion in **Professor**: One (1) Black male.
- Two (2) diverse promotions in the **Associate Professor** category. Two (2) AAIANHNPI males.

Promotions to Professor

Twenty-five (25) faculty members applied for promotions to Professor: Nine (9) White males, Nine (9) White females, One (1) Black male, Five (5) AAIANHPI males and One (1) AAIANHPI female.

Eighteen (18) applicants were recommended for promotions to Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Six (6) White males, Five (5) White females, One (1) Black male, Five (5) AAIANHPI males and One (1) AAIANHPI female. Of the Eighteen (18) promotions that occurred in this category, the University achieved Eleven (11) established promotional goals: Five (5) White females, Five (5) AAIANHPI males and One (1) AAIANHPI female.

Three (3) White males and four (4) White females (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.

Of the eighteen (18) promotions that occurred in the Professor category, the University achieved Eleven (11) established goals or sixty-one (61%). Of these promotions, six (6) or Fifty-four point five (54.5%) percent were either goal or diverse candidates.

Promotions to Associate Professors

Twenty (20) faculty members who applied for promotions to Associate Professor: Eight (8) White males; Five (5) White females; One (1) Black male; One (1) Black female; One (1) Hispanic female; Two (2) AAIANHNPI males and Two (2) AAIANHNPI females.

Eighteen (18) applicants were recommended for promotions to Associate Professor based on the evaluations of the DEC, the deans, the P&T, Provost and the President: Seven (7) White males, Five (5) White females, One (1) Black male, One (1) Black female, One (1) Hispanic female, Two (2) AAIANHNPI males and One (1) AAIANHNPI female.

One (1) White male 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.

Of the eighteen (18) promotions that occurred in the Associate Professor category, the University achieved five (5) goals: One (1) White male, One (1) Black male, One (1) Black female, One (1) Hispanic female, and One (1) AAIANHNPI female.

Of the Eighteen (18) promotions that occurred in the Associate Professor category, the University achieved five (5) goals or twenty-seven point eight (27.8%) percent.

Hiring and Promotional Goals for 2020-2021

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 PROMOTION GOALS

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, 2020 through July 31, 2021.

EXECUTIVE/ADMINISTRATIVE

Hiring	Promotional
1 White Male	1 White Female
2 White Females	
1 Black Female	
1 AAIANHNPI Female	

FACULTY

PROFESSOR

Hiring	Promotional
None	19 White Females
	5 Hispanic Females
	7 AAIANHNPI Males
	2 AAIANHNPI Females

ASSOCIATE PROFESSOR

Hiring	Promotional
None	1 Black Female
	1 Hispanic Male
	3 AAIANHNPI Females

ASSISTANT PROFESSOR

Hiring	Promotional
2 White Males	None
3 Black Females	
1 Hispanic Male	

COACHING

Hiring	Promotional
1 Hispanic Male	None
1 Hispanic Female	

PROFESSIONAL/NON-FACULTY

Hiring	Promotional
3 White Males	None
1 Black Males	
4 AAIANHNPI Males	
5 AAIANHNPI Females	

SECRETARIAL CLERICAL (Excluding SECRETARY 2)

Hiring	Promotional
1 White Male	1 White Male
1 White Female	1 White Female

2 Hispanic Females	1 Hispanic Female
--------------------	-------------------

SECRETARIAL CLERICAL/SECRETARY 2

Hiring	Promotional
1 Black Female	None
1 Hispanic Male	

TECHNICAL/PARAPROFESSIONAL

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

SKILLED CRAFTS

Hiring	Promotional
1 Black Male	None
1 Hispanic Male	

SERVICE MAINTENANCE (EXCLUDING CUSTODIANS)

Hiring	Promotional
1 White Female	
1 Black Male	
2 Hispanic Males	1 Hispanic Male
1 Hispanic Female	
1 AAIANHNPI Male	

SERVICE MAINTENANCE/CUSTODIANS

Hiring	Promotional
2 White Males	None
1 Black Male	
2 Black Females	
1 Hispanic Female	
1 AAIANHNPI Male	

PROTECTIVE SERVICES

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

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

Program Goals for 2020-2021

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 will:

1. Employ a Recruitment & Equitable Search Process

Classified Search Process

The University sets a one-year goal to develop and institute a training program for all search committees to educate them on the search process, the collaborative relationships between different departments within the university, and the process for developing measurable interview questions that guide the committee in unbiased decisions in the search process.

Completion Date: July 2021

Responsible Person(s): Senior Equity & Inclusion Officer and Chief Human Resources Officer

2. Promote an Equal Opportunity and Harassment-Free Workplace

Training

OEI will develop and facilitate a program of instruction and conversation on the concept of “*Racial In Justice*”. Included will be instruction and panel discussions on racial unrest in our university community and nationally. The program will be developed and facilitated by a joint task-force of faculty, staff and students.

Completion Date: July 2021

Responsible Person(s): Senior Equity & Inclusion Officer joined by other members of the CCSU community.

3. Foster a Safe and Inclusive Work Climate

Employee Survey for Persons with Disabilities

OEI will survey all staff and faculty to help support employees with disabilities in order to ensure that the University is providing necessary accommodations to ensure an inclusive work climate for all members of the CCSU community.

Completion Date: July 2021

Responsible Person(s): Senior Equity & Inclusion Officer; Director of Employee and Labor Relations; and the Director of Disability Services.

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.